Master's Thesis
MA Tourism

Inclusive tourism development analysis of Koh Pdao destination

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Abstract

Tourism is a driving force to reduce poverty in least-developed countries, as it is the case of Cambodia. This research aims to analyze how Koh Pdao community-based ecotourism is managed in inclusive tourism development terms.

It takes into account the inclusive tourism development approach, combined with critical thinking of sustainable tourism within the SDGs, and the analysis of top-down and bottom-up managerial models.

In order to find out how the destination is managed, the methods used in the research are semi-structured interviews and delegated interviews conducted with five participants, who are all part of the managerial level of the destination.

The data are coded, condensated and interpreted according to the interview analysis focusing on meaning. The analysis, discussion, and therefore the conclusion are developed following the seven elements of inclusive tourism, that indicate how to analyze a destination in inclusive tourism terms.

The outcomes of the results are that Koh Pdao is a top-down community-based ecotourism destination and it is, to some extent, managed in inclusive tourism terms. In conclusion, one more element, social impacts of tourism, is identified as a relevant indicator of inclusiveness.

Keywords: Inclusive tourism development, community-based ecotourism, Cambodia, sustainable tourism critical tools, top-down model, social impacts of tourism.

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Introduction

The primary purpose of this Master thesis research is the investigation of inclusive tourism development, in the context of the Sustainable Development Goals (SDGs), involving Koh Pdao community-based ecotourism (CBET) destination, as a case to explore the management of inclusive tourism approach. The destination is set in Koh Pdao village (Kratié province, Cambodia), on the biggest Cambodian Mekong island, in the Northeast of the country.

The paper is based on SDGs, which objective is to involve all UN (United Nations) member States to eliminate poverty, protect the environment, and enhance lives for everyone, everywhere. This research will focus on SDG 1, "No Poverty", which goes: "End poverty in all its forms everywhere" (UN, 2014). In "The Future We Want" (UN, 2012), it is stated that poverty reduction is the largest global challenge the world is facing and it is a core issue for reaching sustainable development (UN, 2012). In this regard, in the Year of Sustainable Tourism, The United Nations World Tourism Organization (UNWTO) proposed to "make tourism a catalyst for positive change" (UNWTO, 2017a, p. i). This declaration presents tourism as a tool to advance the universal 2030 Agenda for Sustainable Development. Such a claim needs to be met with considered critical thinking and analyzed from a diversity of approaches and perspectives.

The approach chosen for the current research is inclusive tourism development applied to a community-based tourism destination. It is considered inclusive tourism development when tourism provides for marginalized people inclusion in the tourism management, activities, and even ownership of the destination; moreover, inclusive tourism development evaluates the geographical location as well as fostering social benefits, such as mutual respect and understanding between locals and tourists.

Scheyvens and Biddulph (2018) established the term Inclusive tourism development with the prime objective of using tourism to help to reach SDG 1 "End poverty in all its forms everywhere" (UN, 2014, Scheyvens, R., & Biddulph, R., 2018). Indeed, the concept of inclusive tourism comes from earlier researches starting from studies

about Pro-Poor Tourism, specifically from the book "Tourism and Poverty", by Scheyvens (2011). As inclusive tourism development is a relatively recent approach, it hasn't had a wide application on real-world cases yet, even though there are some examples in the recent literature (Butler, G., & Rogerson, C. M., 2016). The current research seeks to explore how inclusive tourism development is managed in Koh Pdao community-based ecotourism destination.

Community-based tourism (CBT) is a much older concept, that was born as, and still is, a type of tourism aiming to poverty alleviation. Indeed, it has its origin in the 70s, as an alternative model to international mass tourism development, and neoliberalism model (Cater, 1993; De Kadt, 1979; Hall & Lew, 2009; Murphy, 1985; Smith, 1977; Turner & Ash, 1975, cited in Zapata, Hall, Lindo, & Vanderschaeghe, 2011). As such, the concept has been extended to a range of different managerial models. In this research CBT is meant to be an alternative income generation for Koh Pdao community members, not only for providing benefits to the village inhabitants, which helps in alleviating poverty but also for mobilizing the villagers to prevent illegal fishing, therefore to protect the endangered Irrawaddy dolphins from extinction. As the environmental aspect plays a role in this project, it is appropriate to talk about Community-based ecotourism.

The investigation will be focused on a managerial level, in the sense of task distribution, CBET member inclusion, ownership, and collaboration. A CBET destination can have two types of managerial structure, bottom-up, and top-down model. Keeping as a final goal poverty reduction through tourism, using an inclusive approach.

In order to explain the relevance of tourism in favor of marginalized people, it is important to briefly describe Cambodian context and growth in the recent past years. The context is relevant because the aim of the research is to investigate inclusive tourism as an approach to help reducing poverty in developing countries, in the current study inclusive tourism is applied to a Cambodian community-based tourism case.

Even though Cambodia's GDP exponentially grew in the time-lapse between 1997, the end of the civil war, and 2007, based on World Bank calculation, a critical analysis of the current situation in Cambodia lead to a state that the gap between rich and poor is among the widest in Asia (World Bank, 2013). This reality is immediately visible to anyone, going from the boutiques and the SUV cars of Phnom Penh, Cambodia's capital, to Kratié province, where having a bicycle is a luxury[1].

According to "Least-developed countries report 2018" by the United Nations, Cambodia belongs to the category of countries defined as Least-developed country, which means that the criteria used, GNI (Gross National Income) per capita, the human assets index and the economic vulnerability are included in a minimum and maximum range of values, that doesn't allow Cambodia to move up to the status of graduated country (UNCTAD, 2018). Because of its historical, economic, political, and cultural background, Cambodia struggles in the development.

The peculiarity of this paper is that inclusive tourism is applied to Community-based ecotourism destination. As mentioned before CBT is a tourism model that promotes local people's involvement in tourism development as a vehicle for providing widespread benefits for local communities (Mitchell and Ashley, 2010). CBT model seems to overlap inclusive tourism development, but Scheyvens and Biddulph (2017) suggested some differences and similarities that make the distinction from one term to the other. From a conceptual point of view, CBT has a marketing acception, related to a specific niche tourism destination, while inclusive tourism is meant to be an analytical term, meaning that it is a new way to look at alternative approaches to tourism. As mentioned in the definition CBT focuses on producers, namely the community, while inclusive tourism development wants to involve all forms of tourism, both producers and consumers. CBET has the goal of combining community and environmental purposes; whereas, normally inclusive tourism doesn't refer to environmental issues. On the other hand, there are similarities, such as the same original purpose of working for eradicating poverty and suggesting an alternative to neoliberalism approach.

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[1]Self-observation during the fieldwork

Originally, Koh Pdao CBT destination was a rural development project from the Cambodian Rural Development Team (CRDT) NGO. In turn, CRDTours (Cambodia Rural Discovery Tours) team, which comes from CRDT social enterprise, provided training for hospitality capacity development, established homestays, cook team, tourism center, members coordination, safety training, and transport coordination. Currently, NTFP NGO and Kratié tourism department (a government institution) carry out tourism development on the island, with the constant support of CRDTours.

The researcher had the chance to experience more than one tour in Koh Pdao village led by CRDTours, with the purpose of tour guiding monitoring and observation. During those experiences the researcher could observe the way the tourism actors were playing their roles, and, at the same time, she had the opportunity to interact with the managers of the destination. From their feedback, the researcher had the intuition of the presence of an inclusive tourism approach due to the origin of the project, its purposes, people involved (and those who are not), and the place where the destination is located. Based on those considerations, what the researcher will try to find out is how is inclusive tourism development managed within Koh Pdao Community-based ecotourism destination, hence how it is supported and implemented, regarding involvement, social benefits in the frame of bottom-up and top-down managerial models.

Taken all the above into consideration, the problem formulation is:

as the researcher assumes that inclusive tourism development occurs in Koh Pdao destination,

how is a community-based ecotourism destination managed, in terms of inclusive tourism development?

The method chosen for carrying out the research is semi-structured interviews, that involved CRDTours, which is the founder of the destination, and it is considered to be relevant for the research because it knows the origin and early stages of the destination, as well as current development; tourism institutions, such as Kratié Department of Tourism (DoT) and NTFP (Non-Timber forest products) NGO, in

charge of the destination development and promotion; and, finally, Koh Pdao tourism chief and deputy, who have the inside view on how the destination is actually managed in the village.

Literature review

Based on the problem formulation, in the following chapter, the researcher will investigate the evolution of the literature on the role of tourism in the SDGs and in particular in SDG 1, the academic debate on community-based tourism, finishing with inclusive tourism development theory. The chapter will be developed topic by topic, following the chronological line of the themes evolutions, concluding with the current stage of each point.

Tourism in SDGs and SDG 1

The following paragraph explains the relation between SDG1 and tourism and how tourism can be a driven force for developing countries. The United Nations World Tourism Organization (UNWTO) declared in 2017 a "watershed moment" with its official International Year of Sustainable Tourism for Development which advances tourism as capital means to shove beneficial changes (UNWTO, 2017a). Thanks to this declaration tourism can be seen as an actor that can play a role in achieving the 17 Sustainable Development Goals, by 2030.

Tourism has long been purported to make significant contributions to alleviating poverty, and since the late 1990s, work in this area has coalesced around the concept of "pro-poor tourism". Many authors argued that tourism can be a key driver to alleviate poverty (Goodwin, H.,1998; Scheyvens, R., 2011, etc.) and later to "end poverty in all its forms everywhere" as required by SDG1 (Scheyvens, R., & Biddulph, R., 2017; WTO, 2017; ILO, 2018), however, various criticism has been raised as well (Boluk, K., Cavaliere, C., & Higgins-Desbiolles, F., 2019). Yet, according to UNWTO twenty of the Least-developed country rely on tourism as it is their first or second source of export earnings, and their GDP growth is partly related to it (UNWTO, 2018).

Deepening in the first goal, "no poverty", it has five objectives: 1. eradicate poverty, according to the UN statistics, 10% of the world population still live in extreme poverty, where extreme poverty is based on the calculation of daily living money. Someone who lives on less than $1.25 per day is considered extremely poor. 2.

reducing at least by half the proportion of people living in poverty. These two first goals are related to economic terms, and, even though it is known that poverty cannot be measured merely from an economic perspective, tourism can contribute to alleviating poverty also in this regard and can act in different pathways (Mitchell & Ashley, 2010).

The third objective is about ensuring social protection systems, giving special attention to children, who, according to UNICEF reports, one out of five doesn't benefit from social protection, therefore they are considered vulnerable (UN, 2014). Social protection is a general term that refers to guarantee "all people to have access to essential goods and services, removing social and economic barriers to access, and therefore is an important means to foster equality and social solidarity in a society" (ECA, ILO*, UNCTAD, UNDESA, UNICEF, 2015). In this regard, social protection can involve fields such as the provision of basic income security and essential health care, and extend to more comprehensive forms of support (Kaltenborn, 2017). Even though it might seem there is no direct relation with tourism, Scheyvens R. & Hughes E. (2019) suggested some examples that involved tourism in providing health care insurance or superannuation payments for their employees, or through corporate social responsibility initiatives that support local health clinics or hospitals from the medium to long term (Scheyvens R. & Hughes E., 2019).

The following target works for assuring equal rights to men and women, in particular the vulnerable ones. Equal rights are framed in economic resources and services, from where the poor are often excluded because of the little chances they have to establish a business (Hall, 2007). Moreover, the objective includes ownership and control over the land, often threatened by international and/or big businesses. All these limitations can be solved with the intervention of the governments in setting up systems to ensure that fair rents/lease monies are paid when businesses are located on customary land (Scheyvens R. & Hughes E., 2019).

Finally, the fifth target aims to build resilience to the poor exposed to "economic, social and environmental shocks and disasters" (UN, 2014a) climate change is

affecting tourism, often it is reported that tourism-based communities are negatively affected by climate change, concrete examples are mentioned by Becken, 2005; Gössling & Hall, 2007; Nyaupane & Chhetri 2009; last but not least, Covid-19 is the new economic, social and health shock, affecting the whole world, all sectors and nonetheless negatively impacting on tourism.

According to Scheyvens tourism can contribute to achieving this aim through acknowledging and mitigating the harmful impacts of tourism development on the environment which can exacerbate disasters. In Koh Pdao village one of the goals of tourism is preventing the construction of dams in the Mekong river that would provoke floods in the whole north Cambodia territory, and the disappearance of the endangered Irrawaddy Dolphins, main source of tourism, thus income, in the area.

The relevance of the SDG1 in the current research is to give a solid base to back up the research. The aim of the project is investigating how inclusive tourism approach is managed in a developing country, in turn, inclusive tourism tries to work for alleviating poverty through tourism, it is with this statement that the connection between tourism and SDG 1 is evident. However, the SDGs and SDG 1, in relation to tourism, need to be additionally framed critically. According to Boluk, K. et al. (2019) the SDGs have great potential, but critical thinking is needed for shaping the tourism industry for more sustainable, equitable, and just futures. In the following chapter, the theoretical framework there will be presented six tools for critical thinking of sustainable tourism within the SDGs frame.

Community-based ecotourism (CBET)

As mentioned in the introduction one particular characteristic of the research is that inclusive tourism is applied to community-based tourism destinations. Thus, it is relevant to explore here the meaning of CBT and the frame this concept is been used in the current research.

According to Medina-Muñoz D. et. al (2016), the UNCTAD (2014) has emphasized that economic growth is a necessary, but not sufficient, condition for poverty alleviation and that fostering inclusive sustainable growth would require the adoption

of social inclusion policies that allow vulnerable groups to participate in and benefit from economic growth. In the same line of thoughts, Mitchell and Ashley (2010) observed that the 'dollar a day' stressed by the World Bank is objective to measure poverty, but there is no such a consensus for "assessing poverty on a global scale or the suitable standards for different circumstances" (Mitchell and Ashley, 2010). To assess poverty reduction through tourism, some models have been created, among the others, there are Pro-Poor tourism, sustainable tourism, ecotourism, responsible tourism, fair tourism, community-based tourism.

In the current research, the tourism model taken into consideration is Community-based tourism. CBT isn't a new concept in the tourism sector, it emerged during the 70s as a response to the negative impacts of the international mass tourism development model (Cater, 1993; De Kadt, 1979; Hall & Lew, 2009; Murphy, 1985; Smith, 1977; Turner & Ash, 1975, cited in Zapata, et. al, 2011). Combining different definitions and perspectives on the topic, Medina-Muñoz D. et. al (2016) concludes that the model serves the following objectives: It promotes local people's involvement in tourism development as a vehicle to providing widespread benefits for local communities. It is characterized by the following characteristics: (1) communities capture and distribute most of the revenue generated on the destination, (2) tourism generates significant linkages for the local economy, and (3) community members are involved in the ownership and management of enterprises. (Manyara and Jones, 2007; Lapeyre, 2010; Zapata et al., 2011; Steinicke and Neuburger, 2012).

Considering Okazaki E., (2008) concept of Community-based tourism, one of the ways it occurs is when community participation, power redistribution, and collaboration are applied (Okazaki E., 2008), these indicators cover the three aspects of the community dimension so that benefits are equally distributed.

A further explanation of CBT is advanced by Stone (2015), which defines Community-based Ecotourism as a form of ecotourism which attempts to involve local communities and residents in managing their natural resources to maintain local, cultural, and biological diversity, and this form of ecotourism management is a developing trend (Foucat, 2002; Lai & Nepal, 2006). According to Kiss (2004), CBET

is a popular method of supporting biodiversity conservation, especially in developing countries. It involves linking ecological preservation and local people's lives, conserving biodiversity, reducing rural poverty, and achieving sustainable objectives (Stone M., 2015).

Many authors have argued about the concept of CBET. For example, For Hiwasaki (2006), the objectives of CBET are "communities' empowerment and ownership, conservation of natural and cultural resources, social and economic development, and quality visitor experience" (Hiwasaki, 2006, p. 677). For Mitchell and Reid (2001), integrated community participation was characterized by three decisive parameters: community awareness, community unity, and power relationship". According to several authors, empowerment is a mainstay feature of CBET. For example, Rowlands (1997) states that "empowerment is more than participation in decision-making" (Rowlands, 1997, p.14), it is supposed to involve the community in the whole process that drives people not to feel part of the project, but even feeling ownership towards it.

The definition that seems to comprehend all of the above explanations is that CBET is anchored on the three main elements of sustainable development: economic efficiency, social equity, and ecological sustainability (Mbaiwa, 2004)

CBET seems to reflect the case of this research as the purpose of tourism isn't only economic and social benefits for the community members, but also environmental purposes, such as conservation of endangered Irrawaddy dolphins and preventing illegal fishing.

However, limitations are not spared from this model. Starting by saying that often the development of CBT is 'strongly correlated with support from the NGO community' (Jones & EplerWood, 2008, p. 1), some examples of CBT failures can be related to three main points, it might produce a low impact on poverty alleviation compared with the effects of mainstream tourism or other alternative economic activities (Mitchell & Muckosy, 2008); it might not last long after external funding from donors and NGOs ends (Sebele, 2010); and the co-option and monopolization of benefits by elites and even the exclusion of the poor from community structures (Mowforth & Munt, 2003). Some other authors, such as Timothy & Getz (2007), and Sanchez

(2009), argued that there are limitations concerning community participation in CBT destinations, as decision-making process involves the community, it requires more time, cost increases and difficulties in understanding between tourists and locals. Even though those limitations can occur, according to REST (1997) the purpose of CBT and further CBET, is promoting tourism that takes environmental, social, and economic sustainability into account. It is managed and owned by the community, for the community, to enable visitors to increase their awareness and learn about the community lifestyles.

This last point of view is taken into consideration, not because tourists opinion or perception play a role in the research, but rather because, from the CBET project side, according to the data collected, mutual understanding occurs between tourists and locals, and because tourists presence for locals is a window to the world.

CBET management: bottom-up top-down models

In order to tackle the problem formulation, which has an explicit focus on the managerial level, it is important to clarify which models can be used for a community-based ecotourism destination, and, in the theoretical framework chapter, it will be explained how are models applied to the current case. In this way, it will be analyzed later how is the destination managed in terms of inclusive tourism development. Starting by saying both models have pros and cons, the following tables summarize characteristics (Fig. 1) and effects (Fig. 2) of each model:

	Characteristics
Top-down CBT	• Externally induced
	• Supply-side development
	• Funded by external donations
	• Focusing on international markets: solidarity, volunteers
	• Often bad allocation regarding the mainstreaming markets
	• Organising: larger community-based
	• Moderate growth of arrivals
	• Initial lack of knowledge, skills, social networks
Bottom-up CBT	• Local entrepreneurship
	• Market-led development
	• Own capital risk, plus external support
	• Focusing on domestic markets
	• Organising: more business-based, lower representation of the community
	• Rapid growth
	• Business based on some initial knowledge and networks

Fig. 1 *Title: characteristic of top-down and bottom-up CBT, Source: Can community-based tourism contribute to development and poverty alleviation? Lessons from Nicaragua (Zapata, Hall, Lindo & Vanderschaeghe, 2011).*

	Effects
Top-down CBT	• Lower rates of employees and economic benefits
	• High rates of dead CBT or projects that are never born
	• Lower local ownership
	• Dependency on external mediators and knowledge
	• Environmental awareness
	• Actively working with equity issues
	• Equal redistribution of benefits
Bottom-up CBT	• Higher rates of employment and benefits (even if investment-return is not so efficient)
	• Strong ownership
	• Control over the external processes: management, marketing, networking
	• Larger economic indirect impact on the communities by connecting with the local supply chains
	• Environmental and equity issues, including community redistribution, are less integrated
	• Limits to growth and carrying capacity (water, environment…)

Fig.2

Title: Effects of top-down and bottom-up CBT, Source: Adapted from Can community-based tourism contribute to development and poverty alleviation? Lessons from Nicaragua (Zapata, Hall, Lindo & Vanderschaeghe, 2011)

According to Zapata et al. (2011), from their studies in Nicaragua, the bottom-up model encourage an accelerated growth, it has a strong focus on the domestic market, it fosters community ownership, therefore participation and collaboration, in addition, it has a business-based organization with the control over all the different sectors. The top-down model has, at least initially, the international market as the main target, community-based organization, it helps in raising awareness on environmental issues, it works for equality and fair distribution of benefits. Nevertheless, both models have disadvantages, for example, the bottom-up model struggles in fairly represent the community, and by doing it creates partnership and collaboration issues, moreover, the local management of the destination leads to limited carrying capacity, as well as limited awareness on environment. On the other hand, the top-down model, starting with no initial skills and social network, the mobilization of the community, therefore it is slower and harder, furthermore the top-down model, as it concerns the presence of an institution above, the community doesn't employ the full-control over the destination (Zapata, Hall, Lindo & Vanderschaeghe, 2011).

In the regard of the control and the way CBT destinations are established within the top-down model, Nagura (1999, p. 50, cited in Mtapuri & Giampiccoli, 2014) summarize different modalities, in which partnerships can be combined as a collaboration between community and state, joined forces between the community and private sector and, finally lease agreement between private sector and community.

Considering all the above, Theerapappisit (2012) stated that 'The concept of a "bottom-up" policy approach reflects a principle for local communities to set their own goals and make decisions about their resources in the future…' (Theerapappisit, 2012, pp. 269, 287), but at the same time, it is possible that the bottom-up approach is prioritized, with the external partner facilitating community planning (Mtapuri & Giampiccoli, 2014). In this way, the bottom-up and the top-down model can co-exist because the CBT projects can have a top-down management approach at the beginning, with the initiative and intervention of the private sector (NGO) starting up the project and facilitate the process to mutate the structure to a bottom-up model in the development phase (Mirete-Mumm & Tuffin, 2007 p. 62).

Inclusive tourism

Inclusiveness is a word that has been mentioned more than once already, as it is the key to the research. Recently Scheyvens and Biddulph (2017) worked on the inclusive tourism development model, stressing that inclusive development should go beyond inclusive growth and inclusive business, it should consider more welfare, rather than the GDP. From a social point of view, people involved should be the marginalized ones, for them to fill up the gap between the poor and the rest of the society. They defined inclusive tourism development as:

"Transformative tourism in which marginalized groups are engaged
in ethical production or consumption of tourism and the sharing of its benefits"

According to their interpretation, the definition means that something can only be considered inclusive tourism if marginalized groups are involved in ethical production of it, or they are involved in ethical consumption of it, and in either case, marginalized groups share the benefits. This interpretation makes clear the relevance of the six tools for critical thinking in sustainable tourism.
Inclusive tourism development doesn't want to be another tourism model, or a new branding term, but rather an analytical tool to stimulate further studies.

According to the Inclusive tourism development article's authors, six goals need to be reached if a destination is an example of inclusive tourism. Those are (1) Giving the chance to vulnerable and disadvantaged people to access tourism as producers or consumers. By the SDG 1 target, which includes those who are vulnerable. (2) Facilitating self-representations by those who are marginalized or oppressed, so their stories can be told, and their culture represented in ways that are meaningful to them. (3) Challenging dominant power relations, in this regard, the presence of pre-existing Community-based ecotourism focused on empowerment and ownership helps in the inclusive tourism analysis. (4) Widening the range of people who contribute to decision-making about the development of tourism. In this case, it will be analyzed not only the final decision-making involvement but also the process to get to a decision. (5) Providing opportunities for new places to be on the tourism

map. Meaning that it tends to avoid mass tourism, and spread tourists throughout the country. (6) Encouraging learning, exchange, and mutually beneficial relationships that promote understanding and respect between 'hosts' and 'guests'.

One of the successful examples of inclusive tourism is in the one in Dullstroom, in South Africa, where tourism development provided a range of positive economic and social effects in particular for a neighborhood where black people live. Tourism furnished stable and reliable income, tourism employment even allowed the community members to have the chance to access higher job opportunities, leading them to switch the terminology from job to career, thanks to the capacity building increase (Butler, G., & Rogerson, C. M., 2016). On the other side, social benefits were more difficult to spot, as they require longer monitoring.

According to the experience of Brouder (2013), the decision-making process is still beyond the control of the communities which rely on external policy decisions made by governments or private investors as well as urban consumer preferences (Brouder P., 2013). Additionally, another double issue that might occur is the financial distribution of the benefits, as mentioned by King, R, Dinkoksung, S (2014), two limitations can be found, one is a small money return to the community and the second is that the small amount is unevenly distributed among the community members and most likely money end up in the hands of a few villagers with entrepreneurial skills (King & Dinkoksung, 2014).

Theoretical framework

The coming paragraph will be developed following a specific structure, divided into three parts: the key concepts identification, theories and models description, useful for the analysis, and finally the specification of this research relevance.

This research has its base on the ability of tourism as a tool to reduce poverty, using an inclusive tourism approach applied to the management of a Community-based ecotourism destination.

Tools for investigating critically tourism within the SDGs

Pertaining to the introduction, and the just mentioned key points, the frame of all the research is using tourism to strive for poverty, the first goal among the 17 SDGs (UN, 2014; UNWTO, 2017a, p. i). In this regard, Boluk, et al. (2019) offer a critical view on how to utilize tourism within the SDGs, providing six tools serving as a conceptual framework for interrogating the SDG agenda in tourism (Boluk, K. et al., 2019). Some of the concepts identified by them were useful to formulate the interview questions, in order to collect an analytical view of the destination. The tools are presented as follows:

the first tool is thinking critically of tourism scholarship, which is essential in fostering the critical thinking skills required to holistically interrogate tourism development. In this regard, a holistic view can be interpreted as all the socio-cultural impacts that tourism has on destinations. Some of the concerns raised by different authors are the incapability to promote equality (Turner & Ash, 1975; Jamal & Camargo, 2014), and lack of morality from both sides, tourists and industries (Weeden & Boluk, 2014), environmental challenges (Higgins-Desbiolles & Powys Whyte, 2013), worries about the lack of local representation in the decision-making (e.g. Higgins-Desbiolles, 2018), gender equality (e.g. Ferguson & Alarcón, 2015; Alarcón & Cole, 2019) and nevertheless poverty alleviation (Scheyvens, 2011). All this aspect of the socio-cultural impacts of tourism needs to be taken into consideration to have a comprehensive view on how inclusive tourism is managed in Koh Pdao community-based tourism destination. The interview questions will touch upon the

equality topic within an inclusive approach, morality regarding the commodification of the destination. Moreover, different questions regarding the environmental issues were designed both for the origin of the destination and for its development. As mentioned before, often the local representation in decision-making is a challenge, reason why it had a deep investigation part during the fieldwork, to find out how the decision-making process is organized and managed. Finally, the poverty alleviation theme is framed in social benefits more than an economic ones, even though some interviewees introduced the economic aspect as well.

As just mentioned, the second point is to accentuate the attention on gender and feminism that must underpin the work to empower women for equal contributions to all roles in tourism. Feminist thinking also drives the researcher to ask critical questions of who benefits and who is excluded from tourism. Inclusion and exclusion are the main points of the research, where special attention is given to women empowerment. this tool helped the researcher in formulating specific questions on woman inclusion in the CBET destination management.

As a third tool, we have Indigenous populations as alternative paradigms that bring other values and suggest an alternative to neo-liberal economy model (Blaser, 2004), as indigenous populations are diversified and unique in their culture, this might be an example of an alternative to "business as usual" (Stewart-Harawira, 2005). As this research doesn't focus specifically on indigenous, but rather marginalized people, this tool is impossible to use, even though it offers an interesting viewpoint on how indigenous can help in rethinking the current mainstream economic system, since the CBT model has the same objective.

Following the same line of thoughts, according to Boluk, K. et al. (2019) the fourth point emphasizes that degrowth and transitions to a circular economy. The circular economy represents alternative paradigms under development which provide evidence that there are applicable alternatives to the pervasive pro-growth neoliberal model of capitalism. Degrowth, as defended by Hall & Gössling (2013), promotes a social system based innovation that leads to the result of wellbeing. In touristic

terms, the above-mentioned sector can contribute to degrowth purposes by assuring social equity, decent working conditions, and quality jobs (Higgins-Desbiolles et al., 2019). The same measures are required to alleviate poverty and promote sustainable livelihood development (Bramwell et al., 2017). In this regard, combining the inclusive tourism approach with the CBET model, as Koh Pdao destination is, might be a way to move to a degrowth approach.

As a fifth point, there are some considerations of ethical consumption and production reminding that tourism is not only a business and development sector but also a moral sphere. Sustainable consumption in tourism has been often convicted as accused to be immoral, and being responsible for damages in socio-political practices (Harrison, Newholm, & Shaw, 2005), at the same time there are other examples that foster tourism as a tool to reduce poverty, thus applying an ethical consumption of the tourism product (e.g. Scheyvens & Hughes, 2019). Using this tool, some interview questions refer to social impacts on the daily life of the villagers.

The last tool suggested is the governance and planning issue and mechanisms that are essential to shaping tourism's future into a form that is equitable, inclusive, just, ecologically compatible, and thereby sustainable (Boluk, K. et al., 2019). This last one, was the common thread that follows the whole process of idealization and formulation of the questions, as sustainability is the base this research lays on.
Some of these six critical thinking tools will help the research in being constructive in a thoughtful way, trying to utilize them to have a multi-perspective of the subject.

Elements of inclusive tourism

Inclusiveness and inclusive tourism development have been cited several times already, the puzzle piece missing is how is inclusive tourism development going to be used in practical terms to investigate the management structure of Koh Pdao CBET destination. If before the researcher could choose which critical tools she wanted to use, in the case of the inclusive tourism elements, it is important to consider them all, in order to cover all the aspects of inclusiveness.

Scheyvens & Biddulph (2017), describing inclusive tourism development theory, included seven elements that help researchers in giving a concrete approach to the analysis. As follows, the list of elements will be presented:

1.   marginalized people as tourism producers

one of the biggest challenges for inclusive tourism is to encourage responsible production of tourism by existing tourism businesses. Mainstream operators can take an inclusive approach to tourism production by transforming their core activities, such as providing decision-making roles and ownership opportunities for staff; mentoring local people in relation to starting their own small businesses associated with tourism; introducing inclusive procurement strategies; and offering dignified work, good training, and fair remuneration. All the indicators underlined here will be used in the interviews to analyzed who is included and excluded, how roles are distributed and which opportunities and limitations tourism is bringing in the community.

2.   Marginalized people as tourism consumers

Referring to either non-mainstream consumers, such as disabled people, old people, or to domestic tourism. In the current case, the target taken into consideration is domestic tourism. As said before, the case takes place in Cambodia, a least-developed country, where 80% of the population still live in rural areas, the researcher decided to investigate how is domestic tourism encouraged and promoted.

3.   Changing the tourism map to involve new people and places

This third point refers to places not conventionally frequented by tourists – such as under-resourced or lower socioeconomic neighborhoods, as the inclusive tourism case in South Africa (Butler & Rogerson, 2016) – can be reimagined as tourist spaces, and included on the tourist map. In doing so, on one side, consumers have the opportunity to encounter new locations and landscapes in multiple, nuanced ways. On the other, a different segment of the local population has the chance to benefit from tourism.

4.   Widening of participation in tourism decision-making

a strategy for more inclusive tourism is to enhance citizens' active participation in tourism decision-making. Timothy (2007) for example, shows how decentralizing decision-making power by empowering 'people locally on the ground' can lead to more effective development outcomes. The same emphasis on this point is given by Hiwasaki (2006), who states that empowerment and ownership are the main characteristics of CBET. As noticed a few times already, decision-making might portray a limitation, as locals are hardly represented in the process. Thus the researcher formulated specific questions regarding this topic.

 5.   Promotion of mutual understanding and respect

Nowadays, there is greater interest in the value of breaking down barriers between people, providing opportunities to develop mutual understanding, and overcoming negative stereotypes (Higgins-Desbiolles, 2016). For this reason, tourism should foster the will of interaction. Together wthl the others, this topic will be touched upon to investigate the target and interaction of the tourists, from a managerial point of view.

6.   Self-representation in dignified and appropriate ways

One of the foci of inclusive tourism is to find ways that host communities, including vulnerable and poor people in host communities, can represent themselves in ways that they find appropriate and dignified. The risk of objectivation of people is often occurring in tourism destination (MacCannell, 1992, 2008, Fagence & Michael, 2001). Policies need to be established to avoid this phenomenon. In this regard the researcher formulated certain questions to seek which social impacts tourism has produced in the village, taking into consideration that ethic tourism should be prioritized.

7.   Power relations transformed in and beyond tourism

This last element works as a summary of all the above ones. It states that marginalized and poor individuals and groups are included in agreements that are

decent and fair, and of shared ownership which genuinely transfers power to previously exploited groups.

In conclusion, the seven elements presented by Scheyvens, R., & Biddulph, R. (2017)   are   represented   as   follows   (Fig.   3):
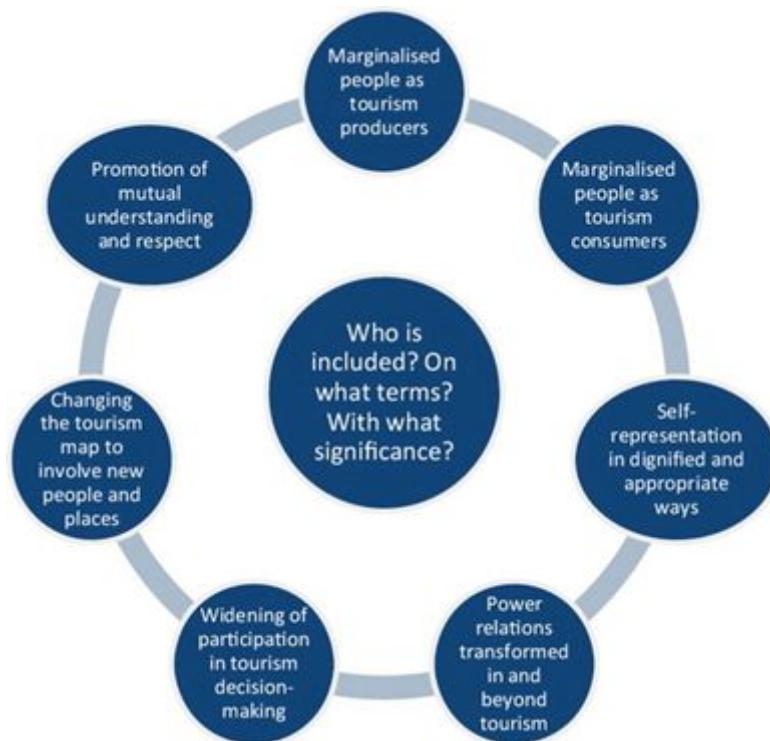
Fig. 3, Title: inclusive tourism development elements, Source: Scheyvens, R., & Biddulph, R. (2017)

The last point to cover, in order to explain each key point of the problem formulation is the management side. As quoted in the literature review, bottom-up and top-down models are very different from each other, but a the same time they can either co-exist or mutate over time, switching from one to the other. Thanks to the interview questions it will be investigated which kind of management model Koh Pdao CBET has applied and if it has changed over time, and, most of all, how it uses an inclusive approach of management.

Methodology

Paradigm

The researcher chose to use social-constructivism as a paradigm. The problem investigated doesn't consist of one ultimate truth, rather it compiles different truths to construct one reality, this is the relativist approach described by Guba and Lincoln (1994). As such, the current research tries to investigate how Koh Pdao Community-based tourism (CBT) is managed in an inclusive way, and it is investigated from three parties that have a role in constructing the reality: Koh Pdao CBET NGO founder, called CRDTour, tourism development institutions, which are Kratié Department of Tourism (DoT) and NTFP (Non-Timber forestry products, NGO), and two representatives of Koh Pdao CBET, tourism chief, and tourism deputy.

The behavior and perception of the reality of each participant dependents on factors such as culture, education, interests, job position, and preconceived meanings. The main distinction between constructivism philosophy and positivism relates to the fact that while positivism argues that knowledge is generated in a scientific method, constructivism defends that knowledge is constructed by the problem investigators and it opposes the idea that there is a single methodology to generate knowledge (Guba and Lincoln, 1994). As said before, in the current case, the whole process is about investigating the phenomenon instead of providing an answer to it, in other words, the process is exploring how inclusive tourism is applied and managed in Koh Pdao community-based tourism destination.

Social constructivism denies the idea of a general reality and that the researcher can separate him/herself from the "reality" he/she is investigating. Hence, the reality is constructed by the social interactions, opinions, meanings, and experiences of the different actors present in this reality (Guba and Lincoln, 1994). As Bryman and Bell (2007) argue, once the paradigm is chosen, it influences the design and the data collection methods of the research, hence, the choices presented in the development of this chapter are consistent with the social constructivist paradigm. This research

paper is written from a social perspective, including the managerial level of the destination, to investigate the perceptions of the three main parties playing a managerial role in Koh Pdao tourism destination, in order to find out how the destination is managed, hence how it is supported, and implemented.

Since the current study is looking at opinions and perceptions, collaborators involved in the social exchange process are active in creating meaning and value (Cheung 1997) to the social construction process. Therefore, the investigator of this project concluded that the data collection should be based on qualitative research; as, according to Crossman (2019), it is a type of social science research that collects and works with non-numerical data and that seeks to interpret meaning from these data that help the researcher understands social life through the study of targeted populations or places (Crossman, 2019). Within sociology, qualitative research is typically focused on the micro-level of social perception that composes everyday life, whereas quantitative research typically focuses on macro-level trends and phenomena. In the case of the current study, the investigated perceptions were the ones from CRDTour founder, tourism development institutions, and Tourism destination managers who constructed the reality of the Koh Pdao community-based tourism, bringing their point of view to the construction of the inclusive tourism destination. For this reason, this type of research allows the researcher to investigate the meanings that people attribute to their behavior, actions, and perceptions.

Because of its focus in everyday life, people's experiences, and intuition of a phenomenon to be explored, qualitative research lends itself well to creating new theories using the abductive reasoning method, introduced by Charles S. Peirce. Abductive reasoning usually starts with an incomplete set of observations and goes from there to the likeliest possible explanation (Lipton, P., 1991). It is used for making and testing a hypothesis with any information which is available. According to Velázquez-Quesada et al. (2013), abductive reasoning is defined as "the process of looking for an explanation for a surprising observation", such a definition is taken from the compilation of the knowledge collected from different studies and authors (Paul G., 1993; Lipton P., 1991; Magnani L., 2001; Aliseda A., 2006). Most of the subjects that use abductive reasoning as a method are medical diagnosis, scientific

discovery, legal reasoning, and natural language understanding. Having said that, the current study can be classified as abductive reasoning because of the origin of the research, as it wasn't an hypothesis to prove, but rather a curious discovery, and intuition to be investigated and found the best explanation of the phenomenon of inclusive tourism, the way it is managed, supported and implemented. At the same time, the researcher looked for opportunities and challenges the destination is facing, through the different perceptions collected from the interviews.

The researcher tried to investigate how Koh Pdao CBET is managed as an inclusive tourism destination and how it is supported and implemented, in the faith of Scheyvens's model and thanks to fieldwork research. All the qualitative data has its basis on perceptions and understanding; either by simply observing the lifestyles from previous fieldworks, or by directly interviewing two different perspectives (NGO founder and tourism development institutions) and interviewing Koh Pdao tourism managers via delegated interviews. From a constructivist perspective, inclusive tourism is viewed as a shared process between different actors (Higgins & Willingham, 2017). The interactive nature of a community promotes continuous improvement, built on the theoretical constructs of human relations (Lambert et al, 2002). According to Galbin, (2014), each individual has the ability to construct his/her own understanding of the world based on his/her thinking and capacity to construct. Galbin's social constructivist theory believes that any type of phenomenon "is interpreted as a social construction reality from a cultural consensus". In Koh Pdao CBT case the destination is constructed by different individuals and institutions that have a different understanding of the reality and they contribute to compose inclusive tourism in a CBET destination. The constructionism is based on relations and sustains the role of the individual in the social construction of realities (Cojocaru, 2005; Cojocaru, 2013). Moreover, according to Berger and Luckman, (1996) the fabric society embeds knowledge, people's conception, and belief of what reality is. At the same time, as the interviewees have very different backgrounds, hence knowledge, conceptions, and beliefs, the reality of Koh Pdao CBT is analyzed from a social constructivist point of view.

One of the reasons why the researcher defined herself as a social constructivist is that she decided to take a relativist ontological approach as the reality she is investigating is not fixed or universal where an ultimate truth can be discovered (Guba and Lincoln 1994). This is a typical way social-constructivists address the nature of reality. As just mentioned in the previous paragraph, the reality is constructed by the people who are part of it. Each participant who took part in the research (CRDTour, Department of tourism of Kratié, NTFP and Koh Pdao tourism chief and deputy) has a different view and perception towards the phenomenon of Koh Pdao Community-based Ecotourism, and together, by social exchange, the group contributes to forming this constructed reality (Guba and Lincoln 1994). Their different views are directly linked to their previous experiences, knowledge, and how they perceive the interaction and collaboration. As it can be seen later on in the project, the constructed reality is formed by different viewpoints, the one from the NGO founder of the CBET destination, tourism institutions that contribute to the implementation of the destination, and the direct beneficiaries and managers of the project, all of them have diversified perception of the created reality.

Looking at the relationship between the researcher and the object of investigation, the researcher takes a subjective stance. Subjectivity was argued by Guba (1990) as being the only way of discovering the individuals' different views and constructions that contribute to form reality. This allows the researcher and also the project contributors to have a voice projecting their own perceptions, views, and beliefs on the investigation. The knowledge can be seen as a combination of these perceptions, views, and beliefs which resulted from the interpretation of the parties (Guba 1990). This implies the researchers' intention of interviewing three different vertices to provide a more comprehensive and wider landscape of the phenomenon studied.

Another important aspect to be specified is that the researcher conducting this study didn't start with a blank mind, as the intuition of the presence of inclusive tourism came from previous experiences on the field, such as tours and personal experiences within the Koh Pdao CBET destination. Moreover, the investigator had

previous knowledge about the case as she spent 8 months in Kratié, interning for CRDT social enterprise, for this reason, Koh Pdao CBET was not new to her, as she accompanied some tours on the island and had close relations with the inhabitants of the village. Additionally, thanks to the internship focused on partnerships, the researcher had the chance to collaborate for different projects with tourism institutions in town. In other words, the researcher has different roles: author of this paper, inter at CRDTours, and interviewer.

These factors are a double-edge sword because on one side, having personal relations helps the researcher in building trust and a comfortable atmosphere during the interviews and having a deep inner knowledge about the phenomenon, on the other side the personal relations lead to a more subjective point of views. Despite trying to be as neutral as possible, it was at times inevitable to interpret situations and findings subjectively.

In conclusion, because of Covid-19 crisis the researcher needed the help of her translator for conducting two of the interviews, as she was denied from the island, she delegated the translator, who lives on the island, to conduct the interviews with tourism chief and deputy on her behalf. The translator has personal relations with the interviewees, nevertheless, he didn't play any role in the interpretation of the data.

Research design

In the following paragraph, the researcher will describe the process of the research, the tools used for the data collection, and the presentation of the research contributors.

As this research aims to investigate how Koh Pdao destination is managed within an inclusive approach, hence how it is supported and implemented, the researcher decided that the strategy which was fitting this case is to take the in-depth semi-structured interviews, some of them are face to face semi-structured ones and some are delegated semi-structured interviews. The researcher chose for different types of interviews due to the extraordinary circumstances, as well as because different points of view were taken into consideration.

Initially, before COVID-19 pandemic started playing a role in the current research, the project design was structured into the following parts: an initial intuition of inclusive tourism at Koh Pdao destination; once it was proved inclusive tourism occurred, it wasn't clear how the destination is managed in inclusive terms. The problem formulation was finalized around the just mentioned concept. In order to collect data, the researcher decided to conduct semi-structured interviews with CRDTour manager, the NGO founder, Kratié tourism department, and NTPF (Non-Timber forest product) NGO provincial coordinator, in Kratié town. In the second stage, the researcher would have gone to Koh Pdao village for two reasons, one is conducting an in-depth observation of Koh Pdao village compared to Sampin village, another village situated on the same island, in terms of environment, foreigners' interactions, and business activities. The other reason is interviewing the tourism chief, deputy, and finance official, not only them, but also homestay owners, cooks, drivers, local facilitators, dance-show manager, and families not directly involved in the tourism activities. This second phase would have happened with the help of a local translator, who works for CRDTour social enterprise and lives on the island. He would have mediated both culturally and language-wise the interaction between the researcher and locals.

When everything was planned and the second phase was about to start, the COVID-19 crisis hit. The commune chief decided to deny the access to any foreigner, with no difference between, tourists, researchers, or locals coming from other countries. This episode deeply affected the research because the whole second phase implied the presence of the researcher on the island and in particular in Koh Pdao village. In order to face the situation, it was decided that the translator would have conducted the interviews on the island, as a delegated from the researcher and the observation would have been suspended, as the translator is also an inhabitant of the island, hence his gaze would have been too subjective.

Once all the questions and objectives of the research were accurately explained to the translator for him to have a clear idea of what and how to ask the interview questions to all the participants, everything was ready again. But, as containment rules were getting stricter and stricter day by day, the commune chief of the island stated that it was inappropriate that a person that works with tourists should walk

around the island and talk with the villagers, referring to the translator. On the other side, because of the commune chief statement, families, homestays owner and all the direct beneficiaries of tourism didn't want to volunteer for the interviews, fearing that the translator could be infected.

Finally, the research took the ultimate design version and it looks as follows: the very first step of the process was still the intuition of inclusive tourism development, further investigated and proved it is occurring in Koh Pdao destination. The unknown was how the destination is managed in inclusive terms. Once the problem formulation was elaborated, based on the inclusive tourism theory the researcher formulated first semi-structured interview for the NGO founder of the project, consequently she formulated the two semi-structured interviews for Kratie tourism department representant, and NTPF (Non-Timber forest product) NGO provincial coordinator and the two personalized delegated interviews for Koh Pdao tourism chief and deputy.

Participant profiles

Before describing how semi-structured interviews fit with the current research it is important to introduce the interviewees, namely the direct interested parties in the management of the destination. The criteria of selection of the participants were connected with the active role of the researcher that actualized researches, meetings, and observations to find out who are the active contributors of the destination. The process that led the researcher to select the parties that will become the interviewees was the preliminary research on how many agencies, individuals, or organizations are involved in the destination. As said before, the researcher was a CRDTours intern, so the most logical way to start the investigation was asking CRDTours manager who is contributing in Koh Pdao destination in all kinds of forms and from this meeting it came out that the partners involved are Koh Pdao community at first with all its members and management structure, CRDTours, and the Kratié Department of Tourism (from Tourism ministry). During a visit to Koh Pdao village, the researcher noticed a signboard in the tourism center, with the NTFP logo, as CBET partner contributor. Seeing the signboard, the researcher decided to

contact the NGO to ensure they play a role in the destination, NTFP coordinator said they are working for Koh Pdao destination, so she decided to include the agency in the research.

The following tables will clarify the status of the participants, the first table will illustrate the subjects interviewed with semi-structured interviews (Table 1), while the second one introduces the subjects whose data were collected through delegated interviews (table 2):

Subject/ characteristics	Subject A	Subject B	Subject C
Name	Tola Khoun	Psey Lang	Vannerith Nob
Agency	CRDTours	Kratié Department of Tourism	NTFP (Non Timber Forest Products)
Goal of the agency	Responsible tourism travel agency: Community development	Government institution	NGO Conservation and improvement of livelihood of local community
Occupation	CRDTours manager	Training and education officer	NTFP provincial coordinator
Role in Koh Pdao destination	CRDTours staff coordinator during CBET destination foundation	Providing training to the tourism destination and follow up with the members	Capacity development and promotion
Reasons of selection	Directly involved in the foundation of Koh Pdao CBET project	Government representative Active contributor in Koh Pdao destination development	Active contributor in Koh Pdao destination development

Table 1: participants of the semi-structured interviews.

Subject/ characteristics	Subject D	Subject E

Name	Prom Sarin	Sokheang Meas
Occupation	Tourism chief in Koh Pdao village	Farmer
Role in Koh Pdao destination	ibidem	Tourism deputy and homestay owner
Reasons of selection	Main actor in Koh Pdao village that manages tourism	Active role in the management of the destination

Table 2: Participants of the delegated interviews.

Semi-structured interviews

As DiCicco-Bloom and Benjamin F Crabtree (2006) argued, the semi-structured interview is organized around a set of predetermined open-ended questions, with other questions emerging from the dialogue between interviewer and interviewee/s. The most common type is the semi-structured in-depth interview, the researcher chose to take the individual in-depth interview, which consents to the interviewer to delve deeply into social matters. Initially, it was planned to use this data collection method with all the participants to enable them to be more dynamic and malleable.

The process drew up the questions for the semi-structured interviews started from the literature review, meaning that the researcher formulated one or more questions for each element of inclusive tourism development, taking all of them into consideration. The researcher formulated one or more question each tool of critical thinking, selecting the tools she thought they were appropriate for the researcher, knowing the context it is framed in. As the researcher knew the educational level of the people she was referring too, and in particular their level of English language, she decided it was beneficial to keep a simple and clear language, in terms of structure as well as meaning. There are three advantages of the semi-structured interviews that have been experimented in the interviews writing: it gives freedom to the researcher to rephrase questions in case the interviewees don't comprehend the answer, it allows the researcher to adjust to the flow of the interview and possibly ask further questions about one specific topic if need it. If on one side there is the

convenience of having a face-to-face exchange and going deeper into specific topics; on the other hand, the education and English level, in some cases, didn't allow very deep conversation. Among the five participants, three of them (CRDTours manager, NTFP provincial coordinator, and Department of Tourism representant) spoke a good enough English to undergo the interview, the remaining two didn't have any clue about a different language than *Khmer* (Cambodian national language) one. The three English speaking interviews, after the permission of the participants, were recorded and carefully transcripted as it can be seen in the appendices.

Since the researcher didn't speak the local language, thanks to the CRDTours travel agency, it has been assigned a local tour guide that was supposed to accompany her to Koh Pdao island in the role of translator between the research and tourism chief and deputy. The interviews would have had the same approach as the ones conducted in English.

Because of the unexpected COVID-19 pandemic, this last two participants didn't feel safe in meeting the researcher, that soon after had to leave Cambodia herself. The solution found was to delegate the interviews to the CRDTours staff member, who was supposed to accompany the researcher. To follow through the process of interview delegation the researcher had a meeting with the translator in charge of asking the questions on her behalf. The researcher explained as clearly as possible the purpose of the questions, the origin of them, the open approach he would have used to ask the questions and the researcher went through all the questions to explain the translator the meaning and the purpose. Once the researcher delegated the data collection to him, she had to follow up with him a few times before having the questions answered. The advantage of this practice is the direct relation between interviewer and interviewees simplified by using the same language, hence communication was easy. On the other side, delegated work often doesn't produce the same satisfactory results. From the document the researcher received via email with the answers from Tourism chief and tourism deputy it seemed that no further questions were asked during the interview and, at times, the answer didn't comply with the question, or better, took a different tendency, typical of semi-structured

interviews, but not always they are pertinent. At last, it is important to reiterate that the delegated person is part of CRDTours staff, and he has visibility in Koh Pdao village, the answers provided by the tourism chief and deputy might have been biased by the fact that the interviewer was known and part of an important contributor of the project.

Qualitative data analysis: focusing on meaning

The current research seeks to investigate how Koh Pdao destination is managed within inclusive tourism development, using semi-structured interviews as a tool to collect data. In the following paragraph, it is explained the process to code, condensate and interpret the data collected according to the mode of analysis called: interview analysis focusing on meaning, suggested by Brinkmann and Kvale (2019) The choice of using this model is related to the abductive reasoning approach, as well as the social constructivist paradigm.

Coding

The first step of the interview analysis focusing on meaning is coding and categorizing the interviews' texts (Brinkmann, S. & Kvale, S., 2018). The process for categorizing is reading through the text and giving a code, namely a keyword to one segment. Coding is a central aspect of grounded theory approach by Glaser and Strauss, (1967); where it is defined "open coding", that is "the process of breaking down, examining, comparing, conceptualizing and categorizing data" (Strauss and Corbin, 1990, p. 61. Cited in Kvale, S., & Brinkmann, S., 2008, p. 202). According to Charmaz (2005), codes are immediate and characterize a concept explained by the interviewee, the goal is the development of the categories that capture experiences and actions investigated as a whole. Before categorizing it is important to attribute as many keywords as possible to interviews segments. The researcher identified a large number of codes, using the data-driven approach, meaning that the codes are extracted from the data themself instead of developed them in advance as a concept-driven approach suggests. According to Gibbs (2007), anything can be coded. The choice of the researcher is to code the segments following the open

coding process and using a data-driven approach. In practical terms, the researcher read and re-read the interviews' transcripts and while going through them, she highlighted each relevant segment and attributed a code to it, namely a keyword that would summarize the concept expressed in the form of aside comments, the appendixes can demonstrate the process.

The purpose of coding, as said earlier, is to categorize data, meaning that codes need to be structured, incorporate, and compiled in meaningful tables or figures. Categories can be developed in advance and taken from the theory or they can be evoked from the transcripts. In both ways, the purpose is reducing the contents of the interviews into categories, with the object of providing an overview of the different concepts and facilitate the comparison among them. The researcher decided to utilize categories developed in advance, namely the seven elements of inclusive tourism development as categories under which compiling the numerous codes.

Meaning condensation

The further step is meaning condensation, where the concepts identified are summarized in a few words. These main concepts need to refer to the problem formulation and they are called meaning units. Meaning condensation serves to elaborate, using short captions, the concepts identified in the coding process. Later in the meaning interpretation, meaning units will help the researcher in developing the results of the interview fundings. (Malterud, K., 2012; Brinkmann, S. & Kvale, S., 2018). According to the coding process, while the researcher was allocating meaning units, she realized that decision-making power and ownership of the destination turned out to be strictly interrelated, so she decided to combine them in one category. Additionally, she realized and the seven elements of inclusive tourism development were not enough, as from the interviews emerged another sub-group: Social impacts of tourism, the central point for the sustainable tourism critical tools, and natural topic for the interviewees to talk about. In conclusion, by looking and reflecting on the codes, the researcher realized that some codes serve already as meaning units. The following table (Tab. 3) shows how the researcher re-elaborate and condensate codes.

Subject/ category	Sub. A	Sub. B	Sub. C	Sub. D	Sub. E
Marginalized people: producers	Livelihood project	Koh Pdao families: Each family at least one component	Locals involvement in particular women and ethnic groups	53 official CBET members 33 are women. Everyone is welcome, some don't want to	Even distribution of the benefits among the members
Marginalized people: consumers, domestic tourism	Very few, students for research	N/A	-encouraged and promote. -challenges in attracting tourists. -potential of domestic tourism	This year 100 Khmer tourists came, for short time	N/A
New tourism map	First CBET project along the Mekong. carry capacity issue: new destination	Unique place, Lifestyle experience	Uniqueness of the place, Highlight: Irrawaddy dolphins	Natural resource	N/A
Decision-making power	-Top-down model. Now, self-functional-CRDTours promotion. -Community core fund and by law -Corruption	Tourism chief election	- Capacity development -Internal control, -Marketing	-Own management -Election, even thought overseen -Self-management of money	N/A

Mutual respect and understanding	-cultural exchange	Locals learn a lot	-community development tours	-cultural exchange Limitation: -culture friction	-community development
Social impacts of tourism	Tourism skills development -soft skills development -waste management Limitations: -benefit sharing uneven, -ethical consumption	Tourism education	-New road building -health care center -water supply -waste management	Living condition improvement Kids education Awareness of the environment: rubbish, dolphins	Living standard improvement, collaboration for abolishing illegal fishing, waste management protect the dolphins.
Self-representation	-Locals self-confidence -Tourism as additional activity -keeping authentic lifestyle	Tourism as additional activity	He hasn't conducted studies on that.	Income generation produces trade off changing, kids education, living condition improvement	-Skills development -self development
Ownership	-Election -Community core fund and by law establishment	Own management external promotion	NTFP internal control	Self-management of money, promotion delegated	N/A

Tab 3: meaning condensation

Tab 3 represents the condensation of the codes in meaning units. Where categories are taken from the literature and they are the seven inclusive tourism development

elements: marginalized people as producers; marginalized people as consumers, namely domestic tourism; new tourism map; decision-making power; mutual respect and understanding; self-representation; ownership. And the meaning units are taken from the codes chosen during the thorough reading of the interviews' transcripts and they symbolize key concepts exposed by the five interviewees. During the process of categorization, the researcher realized that a category more, social impacts of tourism, was needed to categorize some of the codes. At the same time, some of the codes were combined or even left apart due to the irrelevance to answer the research question.

One of the interviews limitations the researcher noticed only by writing the meaning condensation table is that some of the interviews, especially the subject E, have some categories not covered by the interviewees. It is important to remind that subject D and E did the delegated interviews, where no further questions, besides the scheduled one, were asked. This aspect influenced the direction of the interviews. Considering the difficulties in reaching the interviewees D and E, it was impossible to call them again to ask for further explanation. Therefore, the researcher took the best out of the information collected.

Meaning interpretation

The last step is interpreting the data collected making use of codes and meaning units. The purpose of the interpretation is going beyond the text and giving a deeper and more critical explanation to it. Interpreting data means giving a structure to it, and finding out common patterns not immediately evident from the interviews. If coding and condensation deconstruct elements, with the interpretation the researcher tries to re-construct meanings and finds links between them (Brinkmann, S. & Kvale, S., 2018).

During the process of interpretation of the data, the researcher decided to apply the hermeneutic circle approach. The hermeneutical approach involves seven canons outlined here as follows: the first canon is the process of going back-and-forth between parts and the whole. It implies starting by a general statement from the

theory and going to specific parts of the text, repeating over and over this exercise. The investigator went back-and-forth several times to understand better and better interview text and the inclusive tourism development elements. The second canon is reaching an interpretation of data with no contradiction among them. This is a reason more to constantly going back-and-forth from theory to transcripts, namely minimizing contradictions. As a third canon, the meaning interpretation theory suggests verifying the interpretation of the singular part against the overall meaning. By doing so, the researcher decided to break down the analysis and discussion into the different categories. The fourth canon states that the text is supposed to "be understood based on its frame of reference by explicating what the text itself states about a theme" (Kvale, S., & Brinkmann, S., 2008. p. 238). The fifth principle is owning the knowledge about the theme of the text. Because of the back-and-forth process and the thorough previous research in the literature, the investigator had a sufficient knowledge about the inclusive tourism topic, and all that comes before and in consequence of it. As a sixth point, it is suggested to the researcher realize and admit the, as human, he or she has presuppositions, it is therefore important to be aware of it and explicating it to explain certain interpretations. As already mentioned in the ethnological approach, the investigator has a double role, CRDTours intern and researcher, this aspect undoubtedly influences the interpretation. At last, the seventh canon has two keywords: creativity and innovation, interpreting a text mean going beyond mere word written the in the transcripts, but enriching the understanding by bringing forth new differentiations and interrelations in the text (Adapted and extended from Contemporary Schools of Metascience (p. 218), by G. Radnitzky, 1970, Gothenberg, Sweden: Akademiforlaget. Cited in Kvale, S., & Brinkmann, S., 2008. p. 239).

The hermeneutic canons have been searched for arriving at a valid interpretation of religious, and literary texts (Palmer, 1969, cited in Kvale and Brinkmann, 2008), but what needs to be highlighted to make sense in this context, is that hermeneutic approach doesn't require any step-by-step method, "but it is an explanation of the general principles found useful for interpreting texts" (Kvale and Brinkmann, 2008, p. 211), as the canons show. The objectivation of the interview analysis is not

achievable, as different researchers can have different interpretations of the same interview meaning, thus, hermeneutic cannot be considered a scientific method, as objectification implies only one correct meaning of the subject investigated. Opposite to this view, the hermeneutic approach allows for a "legitimate plurality of interpretation" (Kvale and Brinkmann, 2008, p. 212). If on one side, the hermeneutic approach is legitimated as an interview meaning interpretation, on the other, the current research has the limitation of being conducted by only one researcher, meaning that the interpretation will be produced by one point of view, even though the researcher tried to be as open as possible.

In conclusion, according to Brinkmann and Kvale (2018), "For deep and critical interpretation of meaning, rich and nuanced descriptions in the interviews are advantageous, as well as critical interpretive questions during the interview". In this regard the researcher tried to be as descriptive as possible during the interview interpretations, and, even more, many of the interviews' questions arose during the interviews themselves.

Analysis

The analysis chapter aims to outline the results of the interviews, to show the practical side of the research. The results are based on the problem formulation that seeks to understand the management of Koh Pdao CBET destination within the inclusive tourism development frame. As mentioned in the previous paragraph the structure of this analysis will follow the list of inclusive tourism development elements. Each paragraph will be shortly introduced by the purpose of the element investigation. Reporting the findings is a capital passage to interpret the results in the discussion chapter. Before starting describing the results, it is important to reiterate how the researcher came up with the idea of inclusive tourism development occurring in Koh Pdao CBET.

As mentioned in the research design paragraph the researcher had the chance to take part in a community-development tour (Fig 4), which took place in Koh Pdao village with the purpose of tour guide monitoring. Besides the tour itself, it was interesting to observe how the villagers were organized and prepared, reunited under the umbrella of the community-based ecotourism destination. It was on this occasion that the researcher had the intuition of inclusiveness presence, which she further investigated once she was back from the tour. It was at this point that she runs into an inclusive tourism development approach by Scheyvens and Biddulph (2017). Inclusive tourism development goals and elements helped the researcher to investigate how Koh Pdao CBET destination is managed according to the elements listed.

Fig 4: community development tour

Marginalized people as tourism producers

At first, inclusive tourism should engage vulnerable and marginalized people (Scheyvens, R. & Biddulph, R., 2018). Inclusiveness refers to the involvement of people, therefore this is the first theme the interview questions dealt with: who is included in the community-based ecotourism project. Subject A gave a long list of people, Koh Pdao tourism chief, tourism deputy, and finance manager; homestays owners, cooks, dance manager, people in charge of transportation, tourism local facilitators (the mediator between the local guide and the villagers), the just mentioned figures are the CBET members, registered by filling up a form, not all the villagers are members, though. Nevertheless, Koh Pdao tourism chief (Sub. D) reported at first numbers, he said that CBET counts 53 official members, of which 33 are women, he also specified that most of the other villagers are included in the tourism sector either with their business activities or by receiving humanitarian help concerning development projects addressed to the improvement of the villagers' life-style (e.g. toilettes building, rainwater collectors, classrooms painting, home vegetable gardens, chickens and pigs pens building). As the current research deals with qualitative data, rather than quantitative ones, inclusive tourism development implies the involvement of vulnerable or marginalized people. Therefore, the researcher asked this question to subject A and he reported that Koh Pdao village, before becoming a community-based ecotourism destination, was part of CRDT (NGO) livelihood project because people lived in a condition of extreme poverty.

Cambodian population, and in particular in the countryside, still suffers from economic and social poverty. Moreover, subject A said Koh Pdao village was chosen as a destination because Koh Pdao inhabitants, who are in a disadvantaged position, took part in livelihood project, hence it was easy to mobilize them and make them participate in a community-based ecotourism project, launched and, until a certain stage, developed by CRDTours, which is CRDT social enterprise. Additionally, CRDTours manager said that the purpose of the project isn't only creating an alternative income for the villagers, but also protecting the Irrawaddy dolphins from illegal fishing. which was carried on at the hand of the same villagers.

The link between marginalized people and environmental issue (Higgins-Desbiolles & Powys Whyte, 2013) is represented by subject C because NTFP NGO aims to increase and scale up support to community forestry and fishery groups in Kratie and Stung Treng provinces to allow communities, particularly the women and ethnic communities, to secure their access to natural resources as a way to improve food security and increase their income. One more time, it is underlined the marginalized situation of Koh Pdao villagers. During the interview to subject C, he provided a case study NTFP NGO staff investigated a CBET member. Phat Hoeurn (Fig 5) is a Koh Pdao CBET member since 2009 and she became one of the first cooks in the community. Providing the food service to the tourists, 35% of her income is from CBET, and this income goes to her children to give them the chance to study, two of them are even concluding their bachelor's degree. This first analysis paragraph is a combination of the first inclusive tourism development element, and the attention to gender proposed by the critical tools to frame tourism in the SDGs.

Fig 5: Phat Hoeurn, Koh Pdao CBET member, cook team

Marginalized people as consumers

As mentioned in the literature review, Cambodia is part of the so-called Least-developed countries, thus the researcher identified marginalized people as consumers with domestic tourists, namely Cambodian travelers visiting their own country.

Four out of five interviewees touched upon the topic, with quite different opinions about it. Even though NTFP coordinator has data recorded of tourism arrivals, nationalities are not recorded, therefore it isn't clear the flow of *Khmer* (Cambodian people in Cambodian language) tourists.

First of all, the tourism chief revealed that neither he nor anyone else in the community is in charge of Koh Pdao CBET promotion, he had a categorical tone saying "I have no idea how to attract tourists to come to my community. Generally, Koh Pdao is depending on the CRDTours and Kratie Tourism Department" (Sub. D, Appendix 5). Meaning that the community hasn't control over the promotion and attraction of tourists. Concerning the influx of Khmer tourists, Subject D declared that in the current year, 2020, 100 Khmer tourists came to visit Koh Pdao village, thanks to the Department of Tourism, for a short time.

Subject A explained that the attraction of domestic tourism in rural villages is one of the CRDTours travel agency near future goals; however, this project doesn't have any shape yet, even if a few Khmer university students, from tourism faculty, spent some days in Koh Pdao village for research purposes.

It was already mentioned that NTFP is in charge of the promotion, even though Koh Pdao tourism chief didn't cite him as a source of tourism attraction. This discordance might be the result of the limitation in delegating two of the interviews to a CRDTours staff, the tourism chief was probably biased towards CRDTours travel agency, rather than being impartial.

From NTFP coordinator's point of view, he finds difficult the approach to travel agencies to attract domestic tourism, he attributed these difficulties to three main factors, the first one is that most of the Cambodian population still live poverty,

therefore they cannot afford to go on holidays. However, thanks to GDP and wellbeing growth, a small part of the population has started traveling, but the cultural and lifestyle-oriented experience that Koh Pdao CBET offers doesn't appeal to the "new" tourists. According to feedback subject C received from different travel agencies, *Khmer* tourists are not interested in cultural and lifestyle-oriented tourism because they assume they already know about this kind of experience, and they look for either luxury or adventurous tourism and Koh Pdao is not ready to offer that, yet. However, NTFP as well as CRDTours, are keeping trying to improve domestic tourism.

Change of the tourism map

Koh Pdao village is a remote village located in the biggest Cambodian island of the Mekong river, in the northeast of the country. In Cambodia, there are two main touristic localities, one in Phnom Penh, the capital, located in the middle-south of the country; and the other one is Siem Reap, famous for the archaeological site, Angkor Wat, situated in the north-west. Neither of them is located in the east of the country. Hence, the location of the CBET destination is already an element pointing out that the location doesn't cross the mainstream pathway. However, the researcher decides to investigate further on this element asking the reason/s why Koh Pdao village was chosen as a tourist destination among all the others. Koh Pdao village is the first CBET destination along the Mekong river, its origin is dated back in 2008, and according to subject B and C, it was chosen as a destination because it is located in a unique place in Kratié province. Koh Pdao has a lot of potential because of its lifestyle, culture, and natural resources. From Koh Pdao village it is possible to see the Irrawaddy dolphins, enjoying the Mekong landscape (Fig 6), and people there are very friendly (Subject C, appendix 4). In Koh Pdao there is the third pool for size, which has a high population of Irrawaddy dolphin. The last report from WWF (World Wide Fund for Nature), just released, shows that there are 92 adult dolphins registered. WWF reporter explained that there are more, but they can't identify how many calves (dolphin cub) are there. Other than advantageous for locals to have the chance to benefit from tourism socially, economically, and environmentally, tourists

also have the opportunity to explore another kind of Cambodia, the cultural and traditional lifestyle side of it. Moreover, as it will be explained in detail later, changing the tourism geography helped locals in raising pride in their own culture, traditions, and cuisine, thanks to tourists. In conclusion, tourism helped the villagers in solving problems working together as a community. (Subject A, D, and E, Appendix 3, 5 and 6).

Fig 6: sunset on the Mekong river

Decision-making power and ownership

While reading the interviews and coding them, the researcher noticed that because of the questions asked and consequently the answers, decision-making power and ownership can be combined under the same categorization.

The following step is to investigate who has the decision-making power over the destination and therefore who owns it (Scheyvens, R. & Biddulph, R., 2018; Higgins-Desbiolles, 2018). Subject A and B outlined that at the moment Koh Pdao CBET is self-functional, meaning that the destination is in the hands of the community members. It wasn't always this way. Koh Pdao CBET was established by CRDT, as a livelihood improvement project. Later on, it became a CRDTours project, whose staff members decided to develop further Koh Pdao destination, by providing training for hospitality capacity development, they established homestays, cook

team, tourism center, guiding tour team that doesn't exist anymore, members coordination, safety training, transport coordination.

Once hard infrastructures were instituted and villagers mobilized it was time for arranging the coordination of the community members. Initially, from CRDTours manager testimony, they established seven community committee members, among them, only 2 or 3 were active participants, he assumed it was because of the volunteer-based nature of the occupation. CRDTours staff decided to change strategy, and they reduced from 7 to 3 community committee members: one is the Tourism chief (Subject D), one is the financial head, and one person is in charge of taking care of the rotation system of the homestays, transportation and guide service, and local facilitators (Subject E). These three representatives would receive an annual salary from the community core fund.

This last one is another interesting point, the community core fund is collected from community members, Koh Pao tourism chief precisely explained how it is managed: in the community committee there is a financer that manages and records money. In order to collect money from the community members, homestay owners are charged 10% of their income, 10% from transportation service, 10% from local facilitators service and 0.63$ for food service for 1 tourists/1 Day (the tourist pays 8$/day, the rest goes to the community member). Every two years, the community committee conducts a meeting to share the money that they collected from all the services. The core-fund that they collected is going 50% for the three committee leaders' salaries (the three of them will get the same amount), 20% to administration expenses, 15% allocated for development, 10% for environment conservation, and the last 5% kept for emergency cases. Two considerations regarding the community core fund, one is that it was established by CRDTours staff, the second is that now is entirely entrusted by the community members. Furthermore, if the tourism chief decides to use the community core-fund money for a smaller amount than 20$, according to Koh Pdao destination policy (the community by law), he needs to inform the other two committees. If the amount of money the tourism chief wants to employ is bigger, then he is required to call for a meeting to all the community members to let them know what is this money will be used for.

Together with the community core fund, CRDTours instituted the "community by law", the statement writing was coordinated by CRDTours staff, and every community member was there and they agreed and set their own guidelines. Apart from the money management, in the community by law, it is said that elections must be conducted once a year to choose for the three members and each member cannot stay for more than 2 years.

If at this point all the elements collected would make explicit that Koh Pdao CBET destination is owned by the community members, who are the ones with decision-making power; on the other side, there is NTFP and Kratié Department of tourism (DoT) that reported that they are still working for Koh Pdao CBET, the first one is in charge of capacity development, some material support, promotional material, and marketing. The DoT is providing support for technical skills, set up the arrangement, and hospitality training (Fig 7).

Fig 7: hospitality training results

Mutual respect and understanding

Mutual respect and understanding in a tourism destination help in going beyond the negative stereotypes and foster cultural exchange (Higgins-Desbiolles, 2016). The target group of tourists attracted by CRDTour travel agency normally take part in community-development tours, where tourists consume CBET services and they help out in building facilities for villagers. From the interaction between villagers and tourists, locals have the chance to overlook the world through the encounter with

tourists. Three out of five participants declared that there is the cultural exchange between tourists and locals, this is happening because the accommodation type chosen for the Koh Pdao CBET is homestays, where tourists have the chance to live with a local family, sharing meals with them and, with the help of a translator, can have interesting conversations and get to know about each other culture. By all accounts, Koh Pdao villagers are happy to host tourists.

However, there was a negative impact caused by tourism, that affected the community reported by the tourism chief, who said that at the beginning of the tourism project, there was some discontent among the elders of the village because of the dressing of the tourists, especially women, that wasn't in agreement with the local culture, it was considered inappropriate. Once the CBET committee raised this problem, all companies and travel agencies introduced the "do" and "don'ts" policy to illustrate to tourists before going to Koh Pdao village, so the dressing problem was shortly solved.

Social impacts of tourism

Social impacts of tourism category came up as extra category from the natural flow of the interviews, indeed it isn't an element decided in advance, rather a side topic included in the critical tools of sustainable tourism. The five participants seemed to have a lot to say about what tourism brought to Koh Pdao village, so the researcher decided to categorize it as an additional element.

The social impact cited the most by the participants is tourism skills development, thanks to the CBET establishment, locals received many pieces of training on how to host tourists, in particular how to prepare a room for them, cooking procedure and hygiene, welcome procedure and attitude. Koh Pdao villagers, according to subject D and E, are enthusiastic about their skills development, related also to the income generation tourism brings to them.

CRDTours, the Department of Tourism, and NTFP are all engaged in the training process, but subject B is the participant that emphasized the most the relevance of the tourism education that the community members receive through the training. In

this regard, the tourism chief said he feels proud of his community, because they are always willing to engage in meetings and training.

Hand in hand with tourism skills development, soft skills development is encouraged. According to subject A, D and E tourism taught CBET members how to work as a community, collaborating to reach a shared goal: Koh Pdao village development, and not only that but also, with a problem occurring, bringing it to the community attention, instead of creating misunderstanding or even conflicts among the members. Moreover, tourism made them acquire organizational skills, money management, and a recording system. These last skills still need some external assistance, but they are on the way to be fully managed by the community.

On the same line of skills development and education, there are two more interesting aspects: one is that tourism generated additional income to villagers, thus they can afford to send their children to school, as the NTFP coordinator's case study previously reported shows (woman empowerment example), therefore children have more chances to improve their living conditions and help out their families once they get a decent job. This is an aspect highlighted by all the participants.

The second aspect is environmental education, in parallel to tourism training, CRDTours and NTFP conducted meetings and training about waste management and Irrawaddy dolphin species protection, this last topic is one of the reasons Koh Pdao CBET was established. According to the tourism chief, contrary to all the other villages on the island, Koh Pdao is the only one managing waste properly, by putting rubbish in the bins instead of throwing it around the houses or even in the river, for the same reason why Koh Pdao villagers are engaged in the protection of the dolphins by avoiding illegal fishing. Subject D and E are particularly proud of being part of the environment protection program.

In a more concrete sense, tourism gave the chance to Koh Pdao village to improve the living conditions into two levels: infrastructures, and market.

The infrastructure topic was emphasized by NTFP coordinator, he said the community sense tourism fostered in Koh Pdao village, gave the CBET members the courage to speak out to the village chief and ask for a better road, backing up their request with the tourists' arrival. Before the CBET project, Koh Pdao village didn't

have a proper road, but now locals and consequently tourists benefit from good transportation infrastructure.

Moreover, thanks to international tourists, the Japanese ambassador happened to arrive in Koh Pdao and asked the villagers what would be a primary need for them, the villagers opted for a health care center, since the closest one to the village was one and a half-hour away. So, the Japanese ambassador, through the help of Japanese tourists built the health care center and they trained people to manage it. Once the center was completed the Japanese ambassador came back to ask the same question and the following need was the water supply system (Fig 8); with the same process, Japanese tourists satisfied the villagers' needs. The health care center and the water supply system are the biggest works realized in Koh Pdao village, but many smaller ones are reported by the interviews participants, such as groups of tourists building toilets, rainwater collectors, chicken pens, pig pens and home-gardens for all the families in the village, even though they may not be CBET members.

Fig 8: water supply system

The additional income generated by tourism brought some changes to the internal market system. According to subject D and, E income generation allowed the villagers to improve their living conditions because they get the chance to have

chickens and pigs to raise, and then either eat or sell them. In both cases, it is advantageous for the villagers, nutrition-wise, and additional income generation.

Still, regarding trade, subject A reported that, in the past, local fishermen started selling fish only for tourism purposes, because they could charge for a higher price, and locals couldn't afford the fish price anymore. CRDTours staff was still involved in the CBET project, so subject A intervened to reduce prices again and make them affordable to everyone. Subject A was aware that tourism could have brought some social changes to Koh Pdao village; in order to keep the authenticity of the place and the same lifestyle for the villagers, CRDTours staff decided to established another CBET destination close by Koh Pdao one. Further information about that in the self-representation paragraph.

Self-representation

This last point refers to the dignity of the host community, therefore avoiding objectification of the community itself (Scheyvens & Biddulph, 2017). Specific questions about this topic have been asked, subject A and B specified that tourism is just an additional activity that integrates the income of the villagers, thus tourism didn't imply any significant changes in the village lifestyle or traditions. In order to underlined this aspect subject A, as mentioned in the previous paragraph, said that once CRDTours staff established Koh Pdao CBET destination, they saw the rapid increase of tourists coming to the island and, they feared that this growing flow of tourists would have negatively impact Koh Pdao village for two reasons, first: Koh Pdao would have lost authenticity, and second, they were not sure about Koh Pdao carrying capacity. Hence, they decided to establish another CBET destination in a close-by Mekong island called Koh Tnao. While CRDTours staff was elaborating a strategy to open the new destination, Koh Tnao commune chief contacted CRDTours to ask for help in establishing a CBET destination in his village as well, as he saw the good results in the neighbor island. Subject A said it was very good timing, in this way they could split tourists and avoiding to spoil Koh Pdao village.

Moreover, subject A, D, and E outlined that confidence in themselves and in the villagers raised with the tourists' arrival, they started appreciating their own village

more, valuing their traditions and their cuisine, in particular, the tourism deputy reported that he is grateful to tourism because it gave him the chance to improve himself and becoming a young leader, for example now he dares talking in public, he also added "I am proud of Koh Pdao village, which is different from other villages because people help each other and work as a community. People understand and respect each other. People know the value of the environment; they don't crimp any illegal logging. They don't throw the rubbish away; they always keep rubbish in the bins. They love the Mekong River, they don't use the illegal fishing nets to catch fish, they don't bother Dolphin" (subject E, appendix 6).

Discussion

This chapter strives to give a meaningful interpretation of the results, to investigate the management of Koh Pdao destination within the inclusive tourism development frame. As mentioned in the meaning interpretation paragraph, the structure of this analysis will follow the list of inclusive tourism development elements, additionally, the researcher will make use of the diagram (Fig. 3) designed by Scheyvens, R., & Biddulph, R. (2017) as a guideline. She will take a managerial point of view, including the social impacts category into the discussion. The researcher will interpret the interviews and find common patterns and differences among the participants' opinions.

Before going deeper into each element, plus one (inclusive tourism elements, and social impacts of tourism), it is important to summarize the results and give an overview of the meaning interpretation. The interviewees were all part of the managerial level, CRDTours, responsible travel agency, author of Koh Pdao CBET foundation; DoT, the provincial delegation of the ministry of tourism; NTFP, local NGO working for tourism development in Koh Pdao destination; Koh Pdao tourism chief, responsible of the coordination of the tourism management in the village; Koh Pdao tourism deputy, responsible of the tourism activities in the village. This short reminder of the participants is there to reiterate how the current research focuses on the management point of view.

With that being said, the results show that Koh Pdao CBET destination is managed in inclusive tourism development terms since all its elements are covered, and, even unconsciously, the destination is directed taking into consideration all of them; even though with some limitations and flaws.

Fig. 3, *Title: inclusive tourism development elements, Source: Scheyvens, R., & Biddulph, R. (2017).*

The problem formulation reminds that the question is: "*how is a community-based ecotourism destination managed, in terms of inclusive tourism development?*"

Marginalized people as producers and consumers, and geographical location

The community-based ecotourism destination into consideration is located in Koh Pdao, a remote village on a Mekong island in the northeast of Cambodia, the targeted village, before to become a CBET destination was part of a CRDT (local NGO) livelihood improvement project.

Two themes emerge from this statement: marginalized people and geographical setting. The principle of this research is using tourism as a catalyst force to reduce poverty (UNWTO, 2017a, p. i), using inclusive tourism development to analyze the destination. Inclusive tourism development has as a first goal the inclusion of marginalized people as tourism producers. Koh Pdao villagers used to live in the condition of extreme poverty, as most part of Cambodian countryside (SDGs indicators data), therefore the target can be considered economically marginalized,

according to the UN reports, even though from World Bank data Cambodia is out of the status of "Least-developed country", thanks to the GDP growth. Now, are villagers included in the tourism destination? How are they organized? According to all the participants, almost all the villagers are included or benefit from tourism. There is a distinction between the official members of CBET and villagers contributing with their own businesses or receiving humanitarian help from tourism groups. Because of the need for humanitarian help, Koh Pdao villagers are socially marginalized. Special attention is given to the gender equality issue (Ferguson & Alarcón, 2015), in particular from subjects C and D, the first one reported a study case of women empowerment and the second one specified that among the 53 CBET members, 33 are women.

The environmental aspect isn't mentioned in the inclusive tourism development objectives, but it is an add on, as the case under analysis is a community-based Ecotourism destination, environment plays a role in the community shared goals (Stone, M. T., 2015, Higgins-Desbiolles & Powys Whyte, 2013), i. e. mobilizing the villagers in protecting the dolphins, providing an alternative income to illegal fishing through tourism activities.

Koh Pdao CBET destination was established by CRDTours, whose staff conducted the initial training, organized the tourism activities, and lead the managerial structure. This is a typical top-down structure with initiative and partial development in the hands of the external organization and not coming from the community itself (Zapata, Hall, Lindo & Vanderschaeghe, 2011), it is also true that the NGO in question is a local one, therefore, even though the initiative didn't come from the community itself, the driving institution is originated within the borders.

Following the flow of not crossing the borders, marginalized people as consumers are identified as domestic tourists (Scheyvens & Biddulph, 2017). In this regard, the results show some difficulties in attracting domestic tourists in Koh Pdao village, first, because a very small part of the population can afford to go on holidays, and second, the ones who can, they prefer going for luxury or adventurous trips, and Koh Pdao is neither of those. However, both the department of tourism and NTFP are

working towards the increase of Khmer tourists in Koh Pdao. From this statement, it is clear that domestic tourism is at least encouraged within Cambodian borders. On the other hand, this is another type of top-down managerial approach, as external agencies take care of the promotion sphere. It is also important to specify that, as a top-down model, CRDTours has an international market as the main tourism target.

Going back to the geographical location, inclusive tourism development aims to analyze how the destination is changing the tourism map referring one more time, both to marginalized places to be evaluated and a chance for tourists to experience something different (Scheyvens & Biddulph, 2017). In either case, the CBET destination is defined by the interviewees to be a unique place along the Mekong river, out of the main Cambodian touristic sites, where, from the tourists' viewpoint, it is possible to enjoy the traditional lifestyle, admiring the river landscape and observing the playful Irrawaddy dolphins, unusual context compared to the Cambodian highlights (Phnom Penh and Angkor Wat). On the other side, as the village analyzed is part of the countryside, it is therefore marginalized.

Decision-making power and ownership

Koh Pdao CBET destination, as mentioned before, isn't born from the community itself, but it was established by CRDTours responsible travel agency. Therefore, it was initially managed with a top-down management structure, which is characterized by the external initiative, intervention, and at times development of the destination (Zapata et al., 2011). By establishing the destination, CRDTours provided several pieces of training, offering the chance of decent working and quality jobs as Higgins-Desbiolles et al. (2019) suggest. Both measures are part of the process of reducing poverty and promoting sustainable livelihood development (Bramwell et al., 2017)

Is then decision-making power and ownership guaranteed to Koh Pdao CBET members (Higgins-Desbiolles, 2018)? In the results, two main elements demonstrate the decision-making power of the members and the destination ownership of the community. The first element is the community core-fund, established by CRDTours, that on one hand, the external intervention reminds the top-down model, but on the

other, it is currently entirely managed by the community, and the members have to have a voice on the purpose money are spent for. The community core-fund management is the first sign of community decision-power from "people locally on the ground" (Timothy, 2007) because, first of all, it isn't (anymore) in the hands of any organizations, and second, some decisions are not only in the care of the community committee but of the community members all. The second element is the community by law, once again established by CRDTours, but in agreement and participation of the whole community. Moreover, the community by law includes the rules of the election, hence the committee members are yearly elected conferring to the members the voting power. In this way, the decision-making power and ownership of the destination are verified.

Taking all the above into consideration CRDTours manager affirmed that Koh Pdao CBET is owned by the community. However, it cannot be considered completely independent, as external institutions are still engaged in the development and promotion.

Mutual respect and understanding

The question to be answered in this paragraph is how is mutual respect and understanding fostered by the managerial level?

The aspect underlined by all the participants is the cultural exchange that tourism is offering to the villagers. The tool used for encouraging the interaction is the homestay accommodation type because tourists have the chance to live with a family and experience local life, and at the same time locals have their only chance to explore the world through interaction with foreigners. In this way, both sides are supposed to go beyond the stereotypes (Higgins-Desbiolles, 2016). The encounter between tourists and locals wasn't always smooth, proving that at times tourism can be immoral (Harrison, Newholm, & Shaw, 2005), however, the dressing code issue was shortly solved after the intervention of the travel agencies that set policy in this regard.

Social impacts of tourism

The social impacts that tourism can provoke can be positive (Bramwell et al., 2017; Scheyvens & Hughes, 2019) or negative (Harrison, Newholm, & Shaw, 2005). The positive social impacts can be summarized in the promotion of sustainable livelihood development by assuring social equity, decent working conditions, and quality jobs (Higgins-Desbiolles et al., 2019), as well as social development in terms education and infrastructure development (Scheyvens, 2011). While the negative impacts refer to the ethical consumption of tourism (Scheyvens & Hughes, 2019). This is the case of Koh Pdao destination, where different types of social impacts affected the village. The first one to be highlighted is the education impact in various shapes, tourism skills development for CBET members and especially for committee members, soft skills development, environmental education, concerning waste management and dolphins protection, and least but not last with the additional income that the members receive, a higher percentage of kids can be sent to school and raising the educational level of the village. From these results appears that tourism brought positive social impacts concerning.

Moreover, thanks to tourism Koh Pdao villages gained a health care center, water supply system, a new road, together with much smaller projects, whose Koh Pdao villagers are the beneficiaries.

Finally, regarding impacts on the market, the results show that tourism had both positive and negative impacts, the additional income generation produced a livelihood improvement, because of living standards and food production, on the other hand, the episode of the fish price confirmed that tourism can be "responsible of damages in socio-political practices" (Harrison, Newholm, & Shaw, 2005). However, thanks to the intervention of CRDTours staff prices were set even again, and equality fostered (Boluk, K. et al., 2019).

Self-representation

Many authors have argued the risk of objectivation of people occurring in tourism destinations (MacCannell, 1992, 2008, Fagence & Michael, 2001), and this is a

reason more to pay particular attention to it. A strategy that seemed to work for Koh Pdao CBET destination was establishing a close by additional destination so that authenticity could be preserved. The villagers' dignity wasn't only preserved, but even encouraged, thanks to the raise of self-confidence and appreciation of their own place, traditions, and cuisine. Also, in this case, self-representation and dignity aren't undermined.

Conclusion

Once again, the research aims to investigate how a community-based ecotourism destination is managed in inclusive tourism terms. The strategy to conduct the conclusion will be starting from the research question and basing the outcomes on the discussion; reflecting critically on the categories investigated.

Marginalized people are the core of the research, the target group into consideration is socially and economically disadvantaged since Koh Pdao village was chosen because it was part of the CRDT livelihood improvement project. The way CRDTours and DoT managed the inclusion of marginalized people into the CBET destination respects the inclusive tourism development principles. This statement is also backed up by Koh Pdao tourism chief. It is undeniable that the point of marginalized people as consumers, in this case, domestic tourists, is still a weak point; even though the destination keeps working on it, with the help of the department of tourism and NTFP.

From a managerial point of view changing the tourism map and choosing for an unusual destination within the Cambodian borders turned out to be the successful choice, in terms of experiences offered to tourists and benefits gained by locals. Regarding the benefits locals can gain from tourism, it was surprising how the social impacts of tourism attracted the attention of the interviewees, who expressed their opinion in different fields of interest. Based on those and the numerous benefits that tourism literature provided, it is possible to say that overall tourism brings positive social impacts on Koh Pdao destination. This point of view can be reflected in the mutual respect and understanding promoted by the three institutions, encouraging the interaction between tourists and locals.

A capital point for analyzing a destination in inclusive tourism development terms is the decision-making power and the ownership of the destination itself. In the current case, decision-making power and ownership are considered to be, to some extent, in the community committee's and member's hands. Even though some external help

is still needed, especially for the promotion. Despite this intervention, Koh Pdao CBET destination is self-functional at a managerial level in decision-making power.

This last point connects to the managerial model discourse. Koh Pdap CBET was born from a top-down model, established by CRDTours, therefore it occurred external initiative, the main target of tourists is international, and it is still followed up by external institutions. At the same, the destination is progressively going towards a completely independent structure and the risk of failure didn't seem to run, yet.

Lastly, the danger of commodification of the destination, and, therefore, the locals' loss of dignity has been avoided by the controlled carrying capacity of the village, and the perseverance in aiming to one of the main goals, such as keeping the authenticity of the place, by preserving the traditional local lifestyle.

The methodology used to conduct this thesis research appeared to be functional and helped the researcher not only to have a clear structure of the research development but also tools to process each section. The choice of the data collection methods, the semi-structured interviews, and the delegated interviews resulted to be useful for the research purposes; even if some limitations have occurred, for example, regarding one of the two delegated interviews, some of the topics that needed to be touched upon aren't covered, and this is because the researcher wasn't able to communicate with them. The access to Koh Pdao village was denied to all foreigners, because of the breaking out of COVID-19 pandemic, before the researcher could conduct the interview and because of the language barrier, inasmuch tourism chief and deputy don't speak any English, therefore not even a phone call would have been at use. Strictly connected to the denied access to Koh Pdao village, the researcher acknowledges that the community members' point of view is relevant for the topic investigated, and the fact that their viewpoint wasn't included in the research is considered to be a limitation.

The researcher (Fig 9) noticed that each of the elements investigated in the inclusive tourism development could have represented a thesis research topic by its own, meaning that, for example, the mutual respect and understanding between locals

and tourists, hence the encounter between them, could have been itself the main object of research, as well as marginalized people, decision-making power, self-representation and so forth.

This last paragraph lists some reasons why this research is relevant and original. From the researcher investigation, the topic of inclusive tourism development analysis is one of the first cases of application in the literature, since Scheyvens and Biddulph (2017) defined it. Moreover, it was taken from a managerial viewpoint, this was a choice due to the positions of the participants. Thirdly, the investigator, while conducting the research, identified an element that wasn't pointed out before in the inclusive tourism development literature, namely the social impacts of tourism on the destination.

Fig 9: the researcher in the field work