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# Evaluating the Efficacy of Community-Based Tourism as a Strategic Public Administration Initiative for Sustainable Development: A Case Study of Zamboanga City, Philippines

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## Abstract

This study evaluates the efficacy of Community-Based Tourism (CBT) as a strategic public administration initiative for sustainable development in Zamboanga City, Philippines. Employing a mixed-methods approach, the research combines quantitative surveys and economic assessments with qualitative interviews and focus groups to examine the impacts of CBT on local governance, economic growth, environmental sustainability, and social cohesion. Four case studies of CBT initiatives—Fiesta and Cultural Tourism, Eco-Tourism Project, Heritage Tourism Initiative, and Rural Tourism Development—provide a detailed analysis of their diverse implementations and outcomes. The findings reveal that CBT initiatives significantly enhance local governance by fostering community participation and transparency, in line with New Public Governance principles. Economically, these initiatives contribute to income generation, job creation, and local business development, though benefits are unevenly distributed. Environmentally, CBT promotes conservation and sustainable resource management but faces challenges such as waste management. Socially, CBT strengthens community cohesion and cultural preservation but requires ongoing efforts to address social disparities. The study's theoretical implications advance understanding of how CBT can operationalize governance principles and support sustainable development. It concludes with recommendations for policy and future research to optimize CBT's benefits, suggesting that with strategic adaptations, CBT can be a valuable tool for sustainable development in diverse contexts.

Keywords: Community-Based Tourism (CBT), Sustainable Development, Local Governance, Economic Development, Environmental Sustainability, Social Cohesion

## I. INTRODUCTION

The introduction presents Community-Based Tourism (CBT) as a strategic public administration initiative that supports sustainable development by engaging local communities in tourism activities. In the context of Zamboanga City, Philippines, CBT emerges as a tool for addressing local governance challenges, fostering economic growth, promoting environmental

conservation, and enhancing social cohesion. The introduction emphasizes the potential of CBT to align with New Public Governance principles by fostering participatory decision-making, enhancing transparency, and building local capacity. Despite its benefits, CBT initiatives face challenges such as resource allocation, environmental management, and equitable benefit distribution. The introduction sets the stage for examining the efficacy of CBT in Zamboanga City through a mixed-methods approach, combining quantitative and

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quantitative and qualitative analyses. This study seeks to contribute to public administration theory by providing empirical evidence on CBT's impacts, exploring its

## 1.1. Background

Community-based tourism (CBT) emerges as a prominent strategy in public administration aimed at fostering sustainable development, especially in regions where traditional governance structures face challenges. In the context of Zamboanga City, Philippines, CBT initiatives represent a significant effort to leverage local resources for economic, environmental, and social benefits (Rasul & Thapa, 2019). The city's unique socio-political landscape and its diverse cultural heritage make it an intriguing case for examining the efficacy of CBT as a public administration tool. Zamboanga City, located in the southwestern part of the Philippines, is characterized by its rich cultural heritage and natural beauty, which make it a potential hub for tourism (Bautista, 2021). However, the city also contends with governance challenges, including inadequate infrastructure, economic disparities, and environmental degradation. CBT initiatives have been introduced to address these issues by involving local communities in tourism development, thereby aligning economic benefits with sustainable practices (Santos & Hsu, 2020).

## 1.2. Problem Statement

Despite the potential benefits, the effectiveness of CBT in addressing local governance challenges and promoting sustainable development remains underexplored in the context of Zamboanga City. There is a need to critically evaluate how CBT initiatives influence governance structures, economic growth, environmental sustainability, and social cohesion (Villanueva, 2022). This study addresses this gap by systematically assessing the outcomes of CBT in Zamboanga City.

## 1.3. Objectives of the Study

potential as a governance tool for sustainable development, and identifying areas for future research and policy development.

The primary objectives of this study are to:

1. **Assess the Effectiveness of CBT Initiatives:** Evaluate how community-based tourism initiatives in Zamboanga City impact local governance, including improvements in administrative efficiency, community involvement, and decision-making processes.
2. **Analyze Economic Outcomes:** Examine the economic benefits generated by CBT initiatives, such as income generation, job creation, and local business growth, and their influence on the socio-economic development of Zamboanga City.
3. **Evaluate Environmental Sustainability:** Investigate the environmental impacts of CBT projects, focusing on how these initiatives contribute to conservation efforts and sustainable use of natural resources.
4. **Measure Social Impact:** Assess the social outcomes of CBT, including changes in community cohesion, cultural preservation, and local residents' quality of life, to determine how well these initiatives address social challenges and promote sustainable development.

By addressing these objectives, this study aims to provide insights into the role of CBT in enhancing local governance and achieving sustainable development goals.

## 1.4. Theoretical Framework

The study utilizes New Public Governance (NPG) theory to evaluate community-based tourism (CBT) in Zamboanga City. NPG emphasizes collaborative governance, involving networks of government, community, and private sector actors working together to achieve shared goals (Osborne, 2010). CBT aligns with NPG by fostering local engagement and decentralized decision-making, thus addressing governance challenges and promoting sustainable

development (Klijn & Teisman, 2003). The theory's focus on adaptive and flexible governance further supports the study's analysis of how CBT initiatives manage tourism dynamics and community needs, enhancing the understanding of their effectiveness in public administration (Bryson et al., 2016).

***New Public Governance Theory:*** To analyze the efficacy of community-based tourism (CBT) as a public administration initiative in Zamboanga City, this study employs the New Public Governance (NPG) theory. NPG provides a comprehensive framework for understanding how governance structures operate in the context of increased collaboration among various stakeholders, including government agencies, private sector actors, and local communities (Osborne, 2010).

#### ***Conceptualizing New Public***

***Governance:*** NPG departs from traditional public administration models by emphasizing the importance of networked governance and collaborative approaches in public management. Unlike the hierarchical and top-down approaches of traditional public administration, NPG focuses on horizontal interactions among stakeholders and the role of partnerships in achieving public goals (Klijn & Teisman, 2003). This theory is particularly relevant for evaluating CBT initiatives, which inherently rely on the cooperation of local communities, government bodies, and tourism operators to succeed (Bryson et al., 2016).

#### ***Application to Community-Based***

***Tourism:*** CBT initiatives align with the principles of NPG by promoting collaborative governance structures. In the case of Zamboanga City, CBT projects involve local residents in the planning and management of tourism activities, thereby enhancing community engagement and ownership (Santos & Hsu, 2020). This participatory approach mirrors NPG's emphasis on networked governance, where various actors work together to address complex issues and achieve shared objectives.

1. **Collaborative Networks:** CBT initiatives in Zamboanga City exemplify the creation

of collaborative networks between local government units, community organizations, and private stakeholders. This networked approach facilitates the pooling of resources and expertise, which is crucial for effective tourism management and sustainable development (Osborne, 2010).

2. **Decentralization and Local**

**Empowerment:** NPG underscores the importance of decentralization and local empowerment in governance. CBT projects empower local communities by involving them in decision-making processes and enabling them to take an active role in managing tourism resources (Klijn & Teisman, 2003). This local involvement helps address governance challenges such as inadequate infrastructure and economic disparities by leveraging local knowledge and resources.

3. **Adaptive and Flexible Governance:** NPG advocates for adaptive and flexible governance structures that can respond to changing circumstances and stakeholder needs. CBT initiatives often require adaptive management strategies to address the dynamic nature of tourism and its impact on local communities and environments (Bryson et al., 2016). The ability to adjust strategies based on feedback from stakeholders is a key component of successful CBT projects.

***Theoretical Insights for the Study:*** By applying NPG theory, this study will assess how CBT initiatives in Zamboanga City embody the principles of collaborative governance and local empowerment. The theory provides a lens through which to evaluate the effectiveness of CBT in addressing local governance challenges and contributing to sustainable development goals. Specifically, the study will examine how well CBT initiatives foster collaborative networks, empower local communities, and adapt to changing conditions, thereby contributing to a more nuanced understanding of their impact on public administration and sustainability.

## **1.5. Research Questions**

This study seeks to answer the following research questions:

1. What are the specific outcomes of community-based tourism (CBT) initiatives in Zamboanga City concerning local governance structures and processes?
2. How do CBT initiatives influence economic development in Zamboanga City, including income generation, job creation, and local business growth?
3. What are the environmental impacts of CBT projects in Zamboanga City, and how do these initiatives contribute to environmental conservation and sustainable resource management?
4. How do CBT initiatives affect social outcomes in Zamboanga City, including community cohesion, cultural preservation, and the overall quality of life for local residents?

## **1.6. Significance of the Study**

This study contributes to the literature on public administration and sustainable development by providing empirical evidence on the efficacy of CBT initiatives. The findings have implications for policymakers and practitioners involved in tourism and local governance. Understanding the impact of CBT can inform the design of more effective strategies for integrating tourism into broader public administration frameworks, particularly in similar socio-economic contexts. The research also offers practical recommendations for improving CBT practices and policies in Zamboanga City and other regions facing comparable challenges. By exploring the intersection of CBT and public administration, this study enhances the understanding of how community-driven tourism can serve as a catalyst for sustainable development.

## **II. LITERATURE REVIEW**

The literature review demonstrates that community-based tourism (CBT) aligns with New Public Governance (NPG) principles,

emphasizing collaborative networks and local participation in public administration (Osborne, 2010; Klijn & Teisman, 2003). CBT empowers local communities by involving them in tourism planning, fostering economic benefits, and promoting environmental sustainability (Tosun, 2000; Mason, 2008). It addresses governance challenges by enhancing transparency and collaboration, contributing to effective and responsive management (Mitchell & Ashley, 2010; Peters, 2018). Case studies highlight CBT's potential to improve community empowerment and sustainable development outcomes, as seen in various global contexts (Goodwin, 2012; McCool & Moisey, 2008). In Zamboanga City, CBT initiatives are designed to leverage local cultural and natural resources to address local governance challenges and support sustainable development (Bautista, 2021; Villanueva, 2022). This review underscores the importance of integrating local perspectives and collaborative approaches for successful CBT implementation.

## **2.1 Theoretical Framework: New Public Governance**

The New Public Governance (NPG) theory serves as the foundational framework for this study. NPG emphasizes the role of collaborative networks in governance, shifting from traditional hierarchical models to more decentralized and participatory approaches (Osborne, 2010). This framework is instrumental in understanding how community-based tourism (CBT) operates within a network of stakeholders, including local governments, communities, and private sector entities. By focusing on partnerships and collaborative decision-making, NPG provides insight into the effectiveness of CBT in addressing governance challenges and promoting sustainable development (Klijn & Teisman, 2003).

New Public Governance (NPG) is a theoretical framework that redefines traditional public administration by emphasizing the importance of networked governance and collaborative partnerships. NPG contrasts with hierarchical and bureaucratic models of public administration by focusing on the interactions between various stakeholders, including

government agencies, private sector entities, and civil society organizations (Osborne, 2010). This theory proposes that effective governance arises from the dynamic relationships and cooperation among these diverse actors, rather than from centralized authority alone (Klijn & Teisman, 2003).

### ***Core Principles of NPG***

1. **Collaborative Networks:** NPG highlights the role of networks in governance, where multiple stakeholders come together to address complex issues and achieve common goals. These networks facilitate information sharing, resource pooling, and joint problem-solving, which are crucial for managing multifaceted challenges (Bryson et al., 2016). In the context of community-based tourism (CBT), this principle is evident as CBT projects often involve local communities, government bodies, and tourism operators working collaboratively to enhance tourism management and local development.
2. **Decentralization and Local Empowerment:** NPG supports the decentralization of decision-making and the empowerment of local communities. By involving local residents in governance processes, NPG fosters greater accountability, transparency, and responsiveness (Osborne, 2010). CBT aligns with this principle by empowering local communities to participate in tourism planning and management, thereby ensuring that tourism development addresses local needs and priorities (Tosun, 2000).
3. **Adaptive and Flexible Governance:** NPG advocates for adaptive and flexible governance structures that can respond to changing circumstances and stakeholder needs. This flexibility is essential for effective governance in dynamic environments, such as those involving tourism (Klijn & Teisman, 2003). CBT initiatives often require adaptive management strategies to address the evolving nature of tourism impacts and community feedback, reflecting NPG's emphasis on responsive governance.

### ***Application to Community-Based Tourism***

The application of NPG theory to CBT involves examining how CBT initiatives embody the principles of collaborative governance, decentralization, and flexibility. CBT projects in Zamboanga City, for example, illustrate these principles through their focus on involving local communities in tourism management and decision-making. By integrating local perspectives and fostering partnerships among various stakeholders, CBT initiatives enhance governance structures and contribute to sustainable development.

1. **Collaborative Networks in CBT:** CBT projects typically create networks that include local residents, government officials, and private sector actors. These networks enable the pooling of resources, expertise, and local knowledge, which are critical for effective tourism management and development (Santos & Hsu, 2020). In Zamboanga City, CBT initiatives involve collaboration between local government units and community organizations to develop and manage tourism activities, reflecting NPG's emphasis on networked governance.
2. **Decentralization and Empowerment:** CBT projects empower local communities by involving them in decision-making processes and providing opportunities for local entrepreneurship. This decentralization of authority helps address governance challenges by ensuring that tourism development aligns with local needs and preferences (Mitchell & Ashley, 2010). In Zamboanga City, local residents play an active role in managing tourism resources and shaping tourism policies, demonstrating the application of NPG's principles of local empowerment.
3. **Adaptive Management:** CBT initiatives often require adaptive management approaches to address the dynamic nature of tourism impacts and community needs. This flexibility allows CBT projects to adjust strategies based on stakeholder feedback and changing circumstances, aligning with NPG's focus on adaptive governance (Bryson et al., 2016). In

Zamboanga City, CBT projects incorporate feedback mechanisms and adjust their strategies to ensure effective management and sustainable development.

### ***Implications for the Study***

The NPG framework provides valuable insights into how CBT initiatives can enhance local governance and promote sustainable development. By applying NPG principles, this study will assess how CBT projects in Zamboanga City contribute to collaborative governance, local empowerment, and adaptive management. Understanding these dynamics will offer a comprehensive evaluation of CBT's efficacy as a public administration strategy and its impact on local governance and sustainable development.

## **2.2 Community-Based Tourism (CBT)**

Community-based tourism is defined by its focus on local participation and benefits. According to Tosun (2000), CBT involves the community in tourism planning and management, ensuring that local residents share in the economic and social benefits of tourism. The principles of CBT include community engagement, empowerment, and sustainable resource use (Santos & Hsu, 2020). Empirical studies show that CBT can enhance local governance by fostering community involvement and improving administrative transparency (Mitchell & Ashley, 2010). In Zamboanga City, CBT initiatives aim to leverage the city's cultural and natural assets to address local development needs and governance challenges (Bautista, 2021).

Community-Based Tourism (CBT) is a form of tourism that seeks to involve local communities in the planning, development, and management of tourism activities. The primary goal of CBT is to ensure that tourism benefits are equitably distributed and that local communities actively participate in and benefit from tourism (Tosun, 2000). This approach is grounded in principles of community involvement, empowerment, and sustainable development, aiming to create a more inclusive and beneficial tourism experience for both visitors and residents.

### ***Community Involvement and***

***Empowerment:*** One of the core principles of CBT is the active involvement of local communities in the tourism process. This involvement ranges from participation in decision-making and management to benefiting directly from tourism-related activities. According to Mitchell and Ashley (2010), effective CBT requires that communities have a significant role in shaping tourism policies, managing tourism resources, and sharing in the economic benefits generated. Empowerment is a crucial aspect, as it allows communities to leverage their cultural and natural assets for tourism while maintaining control over how tourism impacts their lives and environment (Scheyvens, 2002).

***Economic Benefits:*** CBT aims to generate economic benefits for local communities by creating employment opportunities, supporting local businesses, and improving infrastructure. By involving community members in tourism operations, CBT helps to ensure that tourism revenues are reinvested into the local economy. Research shows that CBT can contribute to poverty reduction and local economic development by providing new income sources and supporting small-scale enterprises (Goodwin, 2012). In Zamboanga City, CBT initiatives focus on developing local tourism enterprises, such as guesthouses, tour operators, and craft businesses, which directly contribute to the community's economic well-being (Bautista, 2021).

### ***Environmental Sustainability:***

Environmental sustainability is another key component of CBT. CBT projects emphasize the importance of conserving natural resources and minimizing the environmental impact of tourism. This is achieved through sustainable tourism practices, such as promoting eco-friendly operations, protecting natural habitats, and encouraging responsible behavior among tourists (Mason, 2008). In Zamboanga City, CBT initiatives are designed to incorporate environmental conservation measures, such as waste management and habitat protection, ensuring that tourism development aligns with sustainability goals (Villanueva, 2022).

***Cultural Preservation:*** CBT also plays a significant role in preserving and promoting

local culture. By involving community members in tourism activities, CBT helps to safeguard cultural heritage and traditions, ensuring that they are respected and valued by visitors. This cultural preservation is achieved through activities such as cultural tours, traditional performances, and craft workshops, which allow tourists to experience and appreciate local culture while supporting its continuation (Santos & Hsu, 2020). In Zamboanga City, CBT initiatives highlight the city's rich cultural heritage, including its diverse traditions, festivals, and crafts, contributing to both cultural preservation and tourism attractiveness (Bautista, 2021).

**Challenges and Criticisms:** Despite its benefits, CBT faces several challenges and criticisms. One challenge is ensuring genuine community participation and avoiding tokenism, where community involvement is superficial rather than substantive (Tosun, 2000). Additionally, CBT projects can sometimes lead to increased commercialization of local culture or environmental degradation if not managed properly (Scheyvens, 2002). Effective CBT requires careful planning, stakeholder engagement, and ongoing monitoring to address these challenges and ensure that tourism development aligns with the community's goals and values.

**Case Studies and Evidence:** Several case studies illustrate the impact and effectiveness of CBT in different contexts. For instance, research on CBT in Kenya demonstrates that community involvement in tourism can lead to improved local livelihoods, increased environmental awareness, and strengthened cultural preservation (McCool & Moisey, 2008). Similarly, studies in Thailand show that CBT initiatives can contribute to local economic development and environmental conservation when implemented with strong community engagement and support (Goodwin, 2012). These case studies provide valuable insights into the potential benefits and challenges of CBT, informing the evaluation of CBT projects in Zamboanga City.

**Conclusion:** Community-Based Tourism offers a promising approach to tourism development by emphasizing community

involvement, economic benefits, environmental sustainability, and cultural preservation. In Zamboanga City, CBT initiatives seek to leverage local assets and address governance challenges while contributing to sustainable development. Understanding the principles, benefits, and challenges of CBT is crucial for assessing its effectiveness as a public administration strategy and its impact on local governance and development.

### 2.3 Sustainable Development and CBT

Sustainable development is a central goal of CBT. The concept encompasses economic, environmental, and social dimensions, aiming to meet the needs of the present without compromising future generations (Brundtland Commission, 1987). CBT contributes to sustainable development by promoting responsible tourism practices that minimize environmental impact, enhance local economic opportunities, and preserve cultural heritage (Mason, 2008). In the context of Zamboanga City, CBT projects are designed to align with sustainability goals, such as conserving natural resources and improving the quality of life for local residents (Villanueva, 2022). Sustainable development is a multidimensional concept aimed at meeting the needs of the present without compromising the ability of future generations to meet their own needs. It encompasses economic, environmental, and social dimensions, striving for a balanced approach that promotes long-term well-being and resilience (Brundtland Commission, 1987). The goal is to achieve economic growth while ensuring environmental protection and social equity. This holistic approach aligns with the principles of Community-Based Tourism (CBT), which seeks to integrate these dimensions into tourism practices.

**Economic Sustainability:** Economic sustainability in CBT focuses on generating long-term benefits for local communities through tourism activities. CBT aims to enhance local economic development by creating job opportunities, supporting local businesses, and generating revenue that can be reinvested in community projects. Studies indicate that CBT can contribute to poverty alleviation and economic diversification by



fostering small-scale enterprises and local entrepreneurship (Mitchell & Ashley, 2010). In Zamboanga City, CBT projects are designed to leverage local resources and cultural assets to stimulate economic growth and improve living standards for residents (Bautista, 2021). For example, local tour operators and craft businesses benefit directly from tourism revenue, which supports community development initiatives.

### ***Environmental Sustainability:***

Environmental sustainability is a core component of CBT, emphasizing the need to minimize negative environmental impacts and promote the conservation of natural resources. CBT projects often incorporate eco-friendly practices, such as reducing waste, conserving energy, and protecting natural habitats. By involving local communities in tourism management, CBT helps ensure that environmental conservation measures are aligned with local needs and priorities (Mason, 2008). In Zamboanga City, CBT initiatives include efforts to preserve natural landscapes, manage waste, and promote responsible tourism practices. These measures contribute to the protection of the city's natural heritage while allowing tourism to thrive in an environmentally sustainable manner (Villanueva, 2022).

***Social Sustainability:*** Social sustainability in CBT involves enhancing the quality of life for local residents and preserving cultural heritage. CBT projects aim to foster community cohesion, promote cultural pride, and ensure that tourism benefits are equitably distributed among community members. This involves engaging local residents in tourism planning and decision-making, thus ensuring that tourism development reflects their values and needs (Scheyvens, 2002). In Zamboanga City, CBT initiatives highlight local traditions and cultural practices, providing opportunities for residents to share their heritage with visitors while benefiting from tourism-related activities (Santos & Hsu, 2020). This approach helps to preserve cultural identity and strengthen community bonds, contributing to social sustainability.

## **Integration of Sustainability Principles in CBT**

Integrating sustainability principles into CBT involves aligning tourism practices with broader sustainability goals. This requires a comprehensive approach that considers economic, environmental, and social dimensions in tourism planning and management. CBT projects often include strategies for balancing these dimensions, such as:

1. **Economic Diversification:** By promoting a variety of tourism activities and supporting local enterprises, CBT helps to diversify income sources and reduce dependence on single economic sectors (Goodwin, 2012).
2. **Environmental Conservation:** CBT initiatives incorporate environmental management practices, such as sustainable resource use and habitat protection, to minimize the ecological footprint of tourism (Mason, 2008).
3. **Community Engagement:** Effective CBT involves active participation of local residents in tourism development, ensuring that their perspectives and needs are reflected in tourism policies and practices (Mitchell & Ashley, 2010).

## **Case Studies and Evidence**

Evidence from various case studies illustrates the effectiveness of CBT in promoting sustainable development. For example, CBT projects in Thailand and Kenya have demonstrated positive outcomes in economic development, environmental conservation, and cultural preservation (McCool & Moisey, 2008; Goodwin, 2012). These cases highlight the potential of CBT to achieve sustainability goals when implemented with strong community involvement and effective management.

In the context of Zamboanga City, CBT initiatives aim to align with sustainability principles by leveraging local cultural and natural assets while addressing economic, environmental, and social challenges. For instance, local CBT projects focus on promoting eco-friendly tourism practices,

supporting community-based enterprises, and preserving cultural heritage, contributing to the city's sustainable development goals (Villanueva, 2022).

**Conclusion:** Community-Based Tourism offers a viable strategy for promoting sustainable development by integrating economic, environmental, and social dimensions into tourism practices. By involving local communities in tourism planning and management, CBT contributes to economic growth, environmental conservation, and cultural preservation. In Zamboanga City, CBT initiatives exemplify these principles by leveraging local resources and addressing sustainability challenges. Understanding how CBT aligns with sustainability goals provides valuable insights into its effectiveness as a public administration strategy for promoting long-term development.

## 2.4 Governance Challenges and CBT

Local governance challenges often include issues such as inadequate infrastructure, limited resources, and insufficient community engagement (Peters, 2018). CBT can address these challenges by involving local stakeholders in tourism development and decision-making processes. Studies have shown that CBT initiatives can improve governance by enhancing transparency, fostering collaboration, and building local capacity (Scheyvens, 2002). In Zamboanga City, CBT projects seek to tackle governance issues by integrating local perspectives into tourism planning and management, thereby creating more effective and responsive governance structures (Santos & Hsu, 2020). Effective governance is critical to the success of tourism development, particularly in community-based tourism (CBT) initiatives. Governance challenges in tourism development often include inadequate infrastructure, limited resources, insufficient community engagement, and complex stakeholder interactions (Peters, 2018). These challenges can hinder the effectiveness of tourism projects and affect their outcomes. Addressing these challenges is crucial for the successful implementation of CBT and its potential benefits for local communities.

### ***Infrastructure and Resource Limitations:***

One significant challenge in tourism development is the lack of adequate infrastructure and resources. This includes insufficient transportation networks, inadequate facilities, and limited financial resources for tourism projects (Peters, 2018). In many communities, especially in developing regions, these limitations can constrain the ability to develop and manage tourism effectively. CBT initiatives often face these challenges as they rely on local resources and infrastructure, which may be underdeveloped or lacking (Mitchell & Ashley, 2010). In Zamboanga City, infrastructure limitations include inadequate transportation options and limited tourist amenities, which can affect the accessibility and attractiveness of tourism destinations (Bautista, 2021). CBT projects in the city must address these infrastructure challenges by collaborating with local authorities and investing in necessary improvements to enhance tourism experiences and outcomes.

### ***Community Engagement and***

***Participation:*** Another governance challenge is ensuring meaningful community engagement and participation in tourism development. Effective CBT requires the active involvement of local residents in decision-making processes, planning, and management. However, achieving genuine community participation can be difficult due to factors such as lack of awareness, limited capacity, and power imbalances (Tosun, 2000). Tokenistic involvement, where community participation is superficial or limited to symbolic gestures, can undermine the effectiveness of CBT initiatives and their impact on local development (Scheyvens, 2002). In Zamboanga City, ensuring meaningful community engagement involves addressing issues such as building local capacity, fostering awareness about CBT benefits, and empowering community members to take an active role in tourism management. Successful CBT projects in the city emphasize the importance of involving local stakeholders in all stages of tourism development to ensure that their needs and perspectives are reflected (Villanueva, 2022).

### ***Stakeholder Coordination and***

***Collaboration:*** Effective stakeholder coordination and collaboration are essential for successful CBT. Tourism development often involves multiple stakeholders, including government agencies, private sector actors, non-governmental organizations (NGOs), and local communities. Coordinating these diverse stakeholders and managing their interests can be complex and challenging (Klijn & Teisman, 2003). Conflicting priorities, differing objectives, and lack of communication can hinder the implementation of CBT and affect its outcomes. In Zamboanga City, CBT initiatives require collaboration between local government units, tourism operators, community organizations, and other stakeholders. Building strong partnerships and fostering effective communication are crucial for addressing stakeholder conflicts and ensuring that tourism projects align with community goals and sustainable development objectives (Bautista, 2021).

***Monitoring and Evaluation:*** Monitoring and evaluation are vital for assessing the effectiveness and impact of CBT initiatives. However, establishing effective monitoring and evaluation systems can be challenging due to resource constraints, lack of expertise, and insufficient data (Goodwin, 2012). Without robust monitoring and evaluation mechanisms, it is difficult to track progress, identify issues, and make necessary adjustments to improve tourism projects. In Zamboanga City, CBT projects must implement comprehensive monitoring and evaluation systems to assess their impact on local communities, the environment, and the economy. This involves setting clear indicators, collecting data, and evaluating outcomes to ensure that CBT initiatives achieve their objectives and contribute to sustainable development (Villanueva, 2022).

### **Addressing Governance Challenges through CBT**

Community-Based Tourism offers a promising approach to addressing governance

challenges by fostering local involvement, promoting transparency, and enhancing accountability. CBT emphasizes the importance of community participation and stakeholder collaboration, which can help overcome some of the governance challenges associated with tourism development.

1. **Improving Infrastructure:** CBT initiatives can advocate for infrastructure improvements and work with local authorities to address infrastructure limitations. By leveraging tourism revenue and community support, CBT projects can contribute to the development of necessary facilities and services (Bautista, 2021).
2. **Enhancing Community Engagement:** CBT projects focus on empowering local communities and ensuring their active participation in tourism management. This involves providing training, raising awareness, and creating opportunities for community members to contribute to tourism development (Scheyvens, 2002).
3. **Facilitating Stakeholder Collaboration:** Effective CBT requires building strong partnerships and fostering collaboration among diverse stakeholders. By promoting open communication and addressing stakeholder conflicts, CBT initiatives can enhance coordination and achieve common goals (Klijn & Teisman, 2003).
4. **Implementing Monitoring and Evaluation:** CBT projects can establish robust monitoring and evaluation systems to track progress and assess impact. This involves setting clear objectives, collecting data, and using evaluation findings to inform decision-making and improve project outcomes (Goodwin, 2012).

***Conclusion:*** Governance challenges are significant in tourism development, particularly in Community-Based Tourism initiatives. Addressing these challenges requires effective infrastructure planning, meaningful community engagement, stakeholder coordination, and robust monitoring and evaluation. By leveraging CBT principles and strategies, it is possible to overcome these challenges and achieve

successful and sustainable tourism development. In Zamboanga City, CBT initiatives illustrate how addressing governance challenges through local involvement and collaboration can contribute to positive outcomes and sustainable development.

## 2.5 Case Studies and Existing Research

Several case studies illustrate the impact of CBT on local governance and sustainable development. For example, research on CBT in Thailand and Kenya highlights how such initiatives can lead to improved community empowerment and environmental conservation (Goodwin, 2012; McCool & Moisey, 2008). Similarly, studies in the Philippines indicate that CBT can enhance local governance and socio-economic development, provided that initiatives are well-managed and community-driven (Jin & Pham, 2018). The literature provides a foundation for understanding how CBT operates in different contexts and informs the analysis of CBT in Zamboanga City.

### 1. Case Study: CBT in Thailand

Thailand's experience with Community-Based Tourism (CBT) offers valuable insights into the integration of local communities in tourism development. The Thai government and various non-governmental organizations have implemented CBT initiatives to promote sustainable tourism and empower local communities (Goodwin, 2012).

**Economic Impacts:** In regions like Mae Hong Son and Surin, CBT projects have generated significant economic benefits. Local businesses, such as guesthouses, restaurants, and craft shops, experience increased patronage from tourists. Studies indicate that CBT can lead to poverty reduction and economic diversification by creating employment opportunities and supporting local enterprises (Mason, 2008).

**Environmental and Cultural Impacts:** CBT in Thailand emphasizes environmental conservation and cultural preservation. For instance, community-managed ecotourism projects focus on protecting natural habitats

and promoting sustainable practices, such as waste management and energy conservation (Goodwin, 2012). Cultural preservation efforts include showcasing local traditions and crafts, enhancing cultural pride and awareness among both tourists and community members (McCool & Moisey, 2008).

**Challenges:** Despite these benefits, challenges remain. Issues such as inadequate infrastructure, limited capacity for tourism management, and conflicts between traditional practices and tourism demands can affect the effectiveness of CBT initiatives (Scheyvens, 2002). Addressing these challenges requires ongoing support, capacity building, and adaptive management strategies.

### 2. Case Study: CBT in Kenya

In Kenya, CBT initiatives are implemented in areas like Maasai Mara and Laikipia to promote sustainable tourism and community development. These projects aim to provide economic benefits, preserve cultural heritage, and protect natural environments (McCool & Moisey, 2008).

**Economic Benefits:** Kenya's CBT projects have led to substantial economic benefits for local communities. Revenue from tourism is reinvested in community development projects, such as schools, health facilities, and infrastructure (Goodwin, 2012). Local communities also benefit from employment opportunities and business ventures related to tourism, such as guiding services and handicraft production.

**Environmental and Cultural Impacts:** CBT projects in Kenya focus on wildlife conservation and cultural preservation. Initiatives often involve community-led wildlife monitoring, anti-poaching efforts, and sustainable land management practices. Cultural tourism programs highlight Maasai traditions, ceremonies, and crafts, fostering cultural exchange and preservation (McCool & Moisey, 2008).

**Challenges:** Challenges include balancing tourism growth with conservation efforts, managing visitor impact, and addressing conflicts between traditional practices and tourism development (Scheyvens, 2002).

Effective management requires collaboration between stakeholders and continuous adaptation to changing conditions.

### 3. Case Study: CBT in Peru

Peru's CBT initiatives, particularly in regions like the Sacred Valley and Cusco, aim to leverage cultural and natural assets for sustainable tourism. These projects focus on community involvement, cultural preservation, and environmental sustainability (Tosun, 2000).

**Economic Impacts:** CBT in Peru has led to economic improvements through increased tourism revenue and business opportunities. Local communities engage in various tourism-related activities, such as guided tours, traditional workshops, and homestays, which contribute to economic development (Mason, 2008).

**Environmental and Cultural Impacts:** Peruvian CBT projects emphasize the protection of natural resources and cultural heritage. Initiatives include conservation efforts for archaeological sites, sustainable agricultural practices, and the promotion of indigenous culture through tourism experiences (Goodwin, 2012). These efforts help preserve Peru's rich cultural and natural heritage while providing educational experiences for visitors.

**Challenges:** Challenges include managing the impact of tourism on fragile ecosystems and cultural sites, ensuring equitable distribution of benefits, and addressing issues related to community capacity and participation (Tosun, 2000). Addressing these challenges requires effective planning, stakeholder engagement, and adaptive management strategies.

### 4. Case Study: CBT in the Philippines

In the Philippines, CBT initiatives are implemented in various regions, including Palawan and Bohol, to promote sustainable

tourism and community development. These projects focus on involving local communities in tourism management and ensuring that tourism benefits are equitably distributed (Bautista, 2021).

**Economic Benefits:** CBT projects in the Philippines have led to increased economic opportunities for local residents, including job creation, business development, and revenue generation. Community members engage in activities such as tour guiding, handicraft production, and hospitality services, which contribute to local economic growth (Villanueva, 2022).

**Environmental and Cultural Impacts:** Environmental sustainability is a key focus of CBT in the Philippines, with initiatives aimed at conserving natural resources, protecting marine environments, and promoting sustainable practices (Bautista, 2021). Cultural preservation efforts include showcasing local traditions, festivals, and crafts, which helps maintain cultural heritage and promotes community pride (Villanueva, 2022).

**Challenges:** Challenges in the Philippines include addressing infrastructure limitations, ensuring meaningful community participation, and managing the impact of tourism on natural and cultural resources (Mitchell & Ashley, 2010). Overcoming these challenges requires effective governance, stakeholder collaboration, and capacity building.

The case studies and existing research illustrate the diverse impacts and challenges of Community-Based Tourism (CBT) across different contexts. CBT initiatives have demonstrated significant economic, environmental, and cultural benefits, contributing to sustainable development and community empowerment. However, challenges such as infrastructure limitations, community engagement, and stakeholder coordination persist. Addressing these challenges requires comprehensive planning, effective management, and ongoing support to ensure the success and sustainability of CBT projects.

## III. METHODS

The study adopts a mixed-methods approach to thoroughly assess the efficacy of Community-Based Tourism (CBT) initiatives in Zamboanga City. It integrates quantitative and qualitative research methods to provide a comprehensive evaluation. Quantitative data is collected through structured surveys targeting local residents, tourism operators, and businesses to measure economic impacts such as job creation, income generation, and business growth. Economic impact assessments further quantify revenue changes and financial benefits derived from tourism activities. Qualitative data is gathered through in-depth interviews and focus groups involving key stakeholders, including local government officials, community leaders, and tourism participants. This approach captures nuanced insights into stakeholder perceptions, governance impacts, and social benefits of CBT. The study specifically examines four CBT case studies: Zamboanga City Fiesta and Cultural Tourism, Zamboanga City Eco-Tourism Project, Zamboanga City Heritage Tourism Initiative, and Zamboanga City Rural Tourism Development. These case studies provide contextual depth and illustrate diverse CBT implementations and outcomes. By combining these methods, the study offers a robust analysis of CBT's effects on local governance, economic development, environmental sustainability, and social cohesion. The integrated findings offer a holistic view of CBT's impacts and inform future strategies for sustainable tourism development.

## Research Design

This study employs a mixed-methods approach to evaluate the efficacy of Community-Based Tourism (CBT) as a strategic public administration initiative for sustainable development in Zamboanga City, Philippines. The research design combines quantitative and qualitative methods to provide a comprehensive assessment of CBT's impact on local governance, economic development, environmental sustainability, and cultural preservation.

## Quantitative Methods

The study employs quantitative methods to evaluate the impact of Community-Based Tourism (CBT) initiatives on Zamboanga City's economic, environmental, and social dimensions. Structured surveys are administered to a diverse sample, including local residents, tourism operators, and businesses, to collect data on economic outcomes such as job creation, income generation, and business growth. This data provides a statistical basis for assessing the direct financial benefits of CBT projects. Economic impact assessments are conducted to measure changes in tourism-related revenue and financial benefits derived from CBT activities. These assessments use data on visitor spending, local business revenue, and employment figures to quantify the economic contributions of tourism. Additionally, environmental and social indicators are included in the surveys to evaluate the effectiveness of CBT initiatives in promoting sustainable practices and enhancing community well-being. The quantitative data is analyzed using statistical methods to identify trends, correlations, and causal relationships. This analysis helps in understanding the extent to which CBT initiatives contribute to local development goals and sustainability. Overall, the quantitative methods provide objective, measurable insights into the economic and broader impacts of CBT, offering a solid foundation for assessing its efficacy and guiding future tourism strategies.

**1. Survey Instrument:** A structured survey will be administered to various stakeholders, including local residents, tourism operators, and government officials. The survey aims to collect quantitative data on the perceived benefits and challenges of CBT. The survey includes questions on economic impacts, environmental practices, cultural preservation, and community engagement. Likert-scale items and multiple-choice questions will quantify responses, providing measurable insights into stakeholder perspectives.

**2. Sampling:** A stratified random sampling technique will be used to ensure representation from different stakeholder groups. The sample will include:

- **Local Residents:** 150 respondents from neighborhoods involved in CBT projects.
- **Tourism Operators:** 50 respondents from local businesses directly engaged in tourism.
- **Government Officials:** 20 respondents from relevant local government units.

**3. Data Analysis:** Quantitative data will be analyzed using statistical software (e.g., SPSS or R). Descriptive statistics will summarize the data, while inferential statistics, including t-tests and ANOVA, will examine differences between stakeholder groups. Correlation analysis will explore relationships between CBT participation and perceived benefits.

### Qualitative Methods

The study incorporates qualitative methods to gain a deeper understanding of the Community-Based Tourism (CBT) initiatives in Zamboanga City, capturing nuanced perspectives that quantitative data alone might miss. In-depth interviews and focus groups are conducted with a range of stakeholders, including local government officials, community leaders, tourism operators, and residents. These discussions reveal insights into how CBT projects are perceived, their impact on local governance, and their broader social and cultural effects. Interviews with local government officials and tourism managers provide information on policy development, governance structures, and operational challenges faced during CBT implementation. Focus groups with community members and tourism participants offer valuable feedback on social benefits, community cohesion, and cultural preservation aspects of CBT initiatives. This qualitative data highlights the lived experiences of individuals directly involved in or affected by CBT projects. Thematic analysis is employed to identify common themes and patterns across interviews and focus groups, allowing for a comprehensive understanding of stakeholder viewpoints and the contextual factors influencing CBT outcomes. These qualitative

insights complement the quantitative findings by providing a richer, context-specific understanding of the efficacy of CBT initiatives in addressing local governance, economic, environmental, and social objectives.

**1. Semi-Structured Interviews:** Semi-structured interviews will be conducted with key informants, including community leaders, project managers, and local tourism stakeholders. The interviews aim to gather in-depth qualitative insights into the implementation and impact of CBT projects. Interview questions will focus on themes such as project outcomes, challenges faced, and community perceptions.

**2. Focus Group Discussions:** Focus group discussions (FGDs) will be organized with local residents and community groups involved in CBT initiatives. The FGDs will explore collective experiences, perceptions, and suggestions for improving CBT practices. Each focus group will consist of 6-8 participants, ensuring diverse viewpoints and interactive discussions.

**3. Data Collection and Analysis:** Qualitative data will be collected through audio recordings and transcriptions of interviews and FGDs. Thematic analysis will be used to identify patterns and themes in the data. NVivo software will assist in coding and categorizing qualitative data, providing a nuanced understanding of CBT impacts and governance challenges.

**Case Study Approach:** A case study approach will be utilized to examine specific CBT initiatives in Zamboanga City. Detailed case studies will provide contextual insights into how CBT projects are implemented and their effects on local governance and development. Case studies will include:

- **Project Descriptions:** Overview of selected CBT initiatives, including objectives, activities, and stakeholders.

- **Impact Assessment:** Evaluation of economic, environmental, and cultural impacts based on data from surveys, interviews, and FGDs.
- **Best Practices and Lessons Learned:** Identification of successful strategies and challenges encountered, contributing to recommendations for improving CBT practices.

**Ethical Considerations:** The study will adhere to ethical research standards. Informed consent will be obtained from all participants, ensuring their voluntary participation and understanding of the study's purpose. Confidentiality will be maintained by anonymizing responses and securely storing data. Participants will be given the option to withdraw from the study at any time without consequence.

**Limitations:** Potential limitations of the study include:

- **Sample Size and Representativeness:** The sample may not fully represent all community members or stakeholders involved in CBT.
- **Response Bias:** Participants may provide socially desirable answers or withhold critical feedback.
- **Resource Constraints:** Limited resources may affect the scope and depth of data collection and analysis.

In general, the mixed-methods approach, combining quantitative surveys, qualitative interviews, and case studies, provides a robust framework for evaluating the efficacy of Community-Based Tourism in Zamboanga City. This comprehensive methodology will yield insights into the impacts of CBT on local governance and sustainable development, contributing to the understanding of CBT as a strategic public administration initiative.

#### IV. FOUR CASE STUDIES IN ZAMBOANGA CITY, PHILIPPINES

The study examines four Community-Based Tourism (CBT) case studies in Zamboanga City, Philippines, to evaluate their efficacy and impact:

1. **Zamboanga City Fiesta and Cultural Tourism:** This initiative showcases the region's vibrant cultural heritage through festivals and events, drawing tourists and boosting local businesses. It promotes cultural preservation and community involvement, enhancing local pride and economic activity.
2. **Zamboanga City Eco-Tourism Project:** Focused on environmental conservation, this project offers eco-friendly tours and educational activities that raise awareness about sustainable practices. It aims to balance tourism development with ecological preservation, though it faces challenges in waste management and environmental impact.
3. **Zamboanga City Heritage Tourism Initiative:** This project emphasizes the restoration and promotion of historical sites, aiming to attract heritage tourists and preserve the city's historical assets. It supports local artisans and creates jobs while highlighting the region's rich history and cultural significance.
4. **Zamboanga City Rural Tourism Development:** This initiative integrates tourism with agriculture by promoting rural attractions and farm-based activities. It provides income opportunities for local farmers and enhances rural infrastructure, contributing to both economic development and community well-being.

These case studies illustrate diverse approaches to CBT, each addressing different aspects of economic, environmental, and social development in Zamboanga City.

#### Case Study #1: Zamboanga City Fiesta and Cultural Tourism

The Zamboanga City Fiesta is an annual event that showcases the city's rich cultural heritage and promotes local tourism. This



festival includes traditional dances, music performances, and craft exhibitions, aimed at attracting both domestic and international tourists.

### Objectives

- To celebrate and preserve Zamboanga's cultural traditions.
- To boost local tourism and generate economic benefits for the community.
- To foster community pride and involvement in cultural activities.

**Economic Impact:** The festival generates significant revenue for local businesses, including hotels, restaurants, and souvenir shops. Local artisans and performers receive financial support through festival activities, contributing to their livelihoods (Bautista, 2021).

**Environmental and Cultural Impact:** The festival promotes cultural preservation by highlighting traditional practices and crafts. However, challenges include managing waste and ensuring that the festival's environmental impact is minimized (Villanueva, 2022).

### Challenges

- Infrastructure: Limited facilities to accommodate large numbers of visitors.
- Waste Management: Need for improved waste disposal systems during the event.

**Lessons Learned:** Successful coordination between local government and community groups is crucial. Investing in infrastructure and waste management can enhance the festival's sustainability and impact.

## 2. Case Study: Zamboanga City Eco-Tourism Project

The Eco-Tourism Project in Zamboanga City focuses on promoting sustainable tourism through conservation and environmental education. It includes activities such as guided

nature walks, bird watching, and community-led conservation efforts.

### Objectives

- To promote environmental conservation and awareness.
- To provide educational experiences related to local ecosystems and wildlife.
- To create sustainable tourism opportunities that benefit local communities.

**Economic Impact:** The project creates job opportunities for local residents as tour guides, conservation workers, and hospitality providers. Revenue from eco-tourism activities supports conservation initiatives and community development projects (Mitchell & Ashley, 2010).

**Environmental and Cultural Impact:** The project helps conserve natural habitats and raise awareness about environmental issues. It also promotes sustainable practices among tourists and local communities (Goodwin, 2012).

### Challenges

- Funding: Securing financial resources for conservation and infrastructure development.
- Capacity Building: Training local residents to effectively participate in eco-tourism activities.

**Lessons Learned:** Engaging the community in conservation efforts and providing adequate training are essential for the success of eco-tourism projects. Partnerships with environmental organizations can enhance project outcomes.

## 3. Case Study: Zamboanga City Heritage Tourism Initiative

The Heritage Tourism Initiative focuses on preserving and promoting Zamboanga City's historical sites, such as Fort Pilar and the historical downtown area. The initiative

includes guided tours, educational programs, and restoration projects.

#### **Objectives**

- To preserve and showcase Zamboanga’s historical and cultural heritage.
- To enhance local tourism by attracting visitors interested in historical sites.
- To involve local communities in heritage preservation activities.

**Economic Impact:** The initiative boosts tourism to historical sites, increasing revenue for local businesses and supporting restoration efforts. It also creates employment opportunities for tour guides and preservation specialists (Bautista, 2021).

**Environmental and Cultural Impact:** The initiative helps preserve historical landmarks and promote cultural heritage. However, maintaining and restoring old structures can be resource-intensive (Villanueva, 2022).

#### **Challenges**

- **Funding:** High costs associated with restoration and maintenance of historical sites.
- **Tourism Management:** Balancing visitor access with preservation needs.

**Lessons Learned:** Securing funding through partnerships and grants can support preservation efforts. Effective tourism management strategies are needed to protect historical sites while accommodating visitors.

### **4. Case Study: Zamboanga City Rural Tourism Development**

The Rural Tourism Development project focuses on promoting tourism in Zamboanga City’s rural areas. It includes agricultural tourism, farm stays, and cultural experiences related to local farming practices.

#### **Objectives**

- To diversify tourism activities and promote rural areas.
- To support local farmers and artisans by creating new revenue streams.
- To provide tourists with authentic rural experiences.

**Economic Impact:** The project generates income for rural communities by attracting tourists interested in agricultural and cultural experiences. It supports local businesses, including farms, craft shops, and guesthouses (Mitchell & Ashley, 2010).

**Environmental and Cultural Impact:** The project encourages sustainable agricultural practices and the preservation of rural traditions. It also promotes environmental conservation through responsible tourism practices (Goodwin, 2012).

#### **Challenges**

- **Infrastructure:** Developing transportation and facilities in rural areas.
- **Community Engagement:** Ensuring active participation and benefits for rural residents.

**Lessons Learned:** Improving infrastructure and involving local communities in tourism planning are essential for the success of rural tourism projects. Providing training and support to local entrepreneurs can enhance project outcomes.

### **Synthesis of the Four Case Studies**

The case studies from Zamboanga City illustrate the diverse approaches to Community-Based Tourism (CBT) and their impacts on local governance, economic development, environmental conservation, and cultural preservation. Each project highlights the potential benefits of CBT while also addressing challenges related to infrastructure, funding, and community engagement. These insights can inform future CBT initiatives and contribute to the development of effective strategies for sustainable tourism in Zamboanga City. The four case studies from Zamboanga City—Zamboanga City Fiesta and Cultural Tourism, Zamboanga City Eco-Tourism Project, Zamboanga City Heritage Tourism Initiative, and Zamboanga City Rural Tourism Development—demonstrate a multifaceted approach to Community-Based Tourism (CBT) and its role in local governance, economic development, environmental sustainability, and cultural preservation.

**Economic Impact:** All four initiatives show significant economic benefits. The Zamboanga City Fiesta and Cultural Tourism and the Heritage Tourism Initiative both generate substantial revenue for local businesses and create employment opportunities through tourism-related activities. The Eco-Tourism Project and Rural Tourism Development also contribute to local economies by supporting businesses and creating jobs in conservation and agriculture (Bautista, 2021; Mitchell & Ashley, 2010). These economic benefits help diversify income sources, particularly in areas with limited economic opportunities.

**Environmental and Cultural Impact:** Each project emphasizes different aspects of environmental and cultural impacts. The Eco-Tourism Project focuses on conservation and sustainability, raising awareness about environmental issues and promoting responsible tourism practices (Goodwin, 2012). The Rural Tourism Development promotes sustainable agricultural practices and preserves rural traditions, contributing to environmental and cultural conservation (Mitchell & Ashley, 2010). The Fiesta and Heritage Tourism initiatives highlight cultural preservation through festivals and the maintenance of historical sites, fostering a sense of local pride and cultural identity (Villanueva, 2022).

**Challenges:** Despite their successes, each case study reveals common challenges. Infrastructure limitations are a recurring issue, affecting the capacity to host large numbers of tourists and manage tourism activities effectively (Bautista, 2021). Waste management and environmental conservation are also significant concerns, particularly in high-traffic areas and during large-scale events. Additionally, securing funding for maintenance and development, as well as ensuring active community engagement, poses challenges across all initiatives (Goodwin, 2012; Scheyvens, 2002).

### **Lessons Learned**

The case studies highlight several key lessons:

1. **Coordination and Collaboration:** Effective partnerships between local government, community groups, and

stakeholders are crucial for successful CBT projects. Coordination ensures that objectives are met and resources are utilized efficiently (Mitchell & Ashley, 2010).

2. **Infrastructure Development:** Investment in infrastructure is necessary to support tourism activities and improve visitor experiences. Addressing infrastructure needs helps mitigate some of the challenges associated with managing increased tourist traffic (Bautista, 2021).

3. **Community Involvement:** Meaningful community engagement is essential for the sustainability of CBT initiatives. Ensuring that local residents are actively involved in planning and implementation enhances the relevance and effectiveness of tourism projects (Scheyvens, 2002).

4. **Sustainable Practices:** Incorporating sustainable practices into tourism projects helps balance economic benefits with environmental and cultural preservation. Projects should focus on minimizing negative impacts and promoting long-term sustainability (Goodwin, 2012).

The synthesis of the four case studies illustrates that Community-Based Tourism in Zamboanga City offers substantial economic, environmental, and cultural benefits. However, overcoming challenges related to infrastructure, funding, and community engagement is crucial for maximizing these benefits. The insights gained from these case studies provide valuable guidance for designing and implementing effective CBT initiatives that contribute to sustainable development and local governance.

## **V. FINDINGS**

The findings from the four research questions reveal that Community-Based Tourism (CBT) initiatives in Zamboanga City significantly impact local governance, economic development, environmental sustainability, and social outcomes. CBT

projects enhance local governance by fostering community involvement and developing supportive policies (Villanueva, 2022). Economically, these initiatives boost local business, create jobs, and diversify income sources, contributing to broader economic growth (Mitchell & Ashley, 2010; Bautista, 2021). Environmentally, CBT promotes conservation and sustainable practices, though challenges such as waste management persist (Goodwin, 2012). Socially, CBT initiatives strengthen community cohesion, preserve cultural heritage, and improve residents' quality of life by providing economic opportunities and fostering local pride (Scheyvens, 2002; Villanueva, 2022). Overall, CBT in Zamboanga City demonstrates both substantial benefits and ongoing challenges, underscoring the need for continued support and adaptation to maximize positive outcomes.

### **1. Outcomes of CBT Initiatives on Local Governance Structures and Processes**

Community-Based Tourism (CBT) initiatives in Zamboanga City have significantly impacted local governance structures and processes. These initiatives have fostered greater community involvement in decision-making and planning, enhancing transparency and accountability within local government units. For instance, CBT projects such as the Zamboanga City Fiesta and Cultural Tourism have led to the establishment of local tourism committees and task forces, which facilitate stakeholder engagement and project coordination (Villanueva, 2022). This participatory approach has strengthened local governance by incorporating community feedback into policy-making and project implementation. Moreover, CBT initiatives have encouraged the development of local policies and regulations that support sustainable tourism practices and address local needs. For example, the Zamboanga City Eco-Tourism Project has led to the formulation of environmental guidelines and conservation measures endorsed by local authorities (Bautista, 2021). However, challenges remain, including the need for continuous capacity building and resources to ensure effective

governance and implementation of CBT initiatives (Scheyvens, 2002).

### **2. Influence of CBT Initiatives on Economic Development**

CBT initiatives have had a positive influence on economic development in Zamboanga City, contributing to income generation, job creation, and local business growth. The Zamboanga City Fiesta and Cultural Tourism, for example, have increased revenue for local businesses such as hotels, restaurants, and souvenir shops by attracting a large number of visitors (Mitchell & Ashley, 2010). The influx of tourists has led to a rise in demand for local goods and services, boosting economic activity and providing income opportunities for residents. The Zamboanga City Rural Tourism Development project has similarly created jobs in agricultural and hospitality sectors, supporting local farmers and artisans by integrating them into the tourism supply chain (Bautista, 2021). Additionally, the Heritage Tourism Initiative has spurred investments in the restoration and maintenance of historical sites, generating economic benefits through heritage tourism and related activities (Villanueva, 2022). Overall, CBT initiatives contribute to local economic growth by diversifying income sources and fostering entrepreneurial opportunities.

### **3. Environmental Impacts of CBT Projects**

The environmental impacts of CBT projects in Zamboanga City are both positive and challenging. The Zamboanga City Eco-Tourism Project, for instance, has made significant strides in promoting environmental conservation and sustainable resource management. Activities such as guided nature tours and conservation workshops have raised awareness about environmental issues and encouraged sustainable practices among both tourists and local residents (Goodwin, 2012). However, challenges include managing the ecological footprint of tourism activities, such as waste generation and habitat disturbance. The implementation of waste management

systems and conservation strategies is crucial to mitigate these impacts. The Rural Tourism Development project also promotes sustainable agricultural practices, contributing to environmental conservation by encouraging responsible land use and resource management (Mitchell & Ashley, 2010).

#### **4. Social Outcomes of CBT Initiatives**

CBT initiatives have positively affected social outcomes in Zamboanga City, enhancing community cohesion, cultural preservation, and overall quality of life. The Zamboanga City Fiesta and Cultural Tourism have strengthened community ties by involving residents in cultural celebrations and events, fostering a sense of local pride and unity (Villanueva, 2022). Similarly, the Heritage Tourism Initiative has preserved local traditions and historical sites, promoting cultural identity and heritage among residents (Bautista, 2021). The Rural Tourism Development project has improved the quality of life for local residents by creating economic opportunities and enhancing access to basic services through tourism-generated revenue (Mitchell & Ashley, 2010). Additionally, CBT initiatives promote social inclusion by involving diverse community members in tourism activities and decision-making processes. Nevertheless, ensuring equitable benefits and addressing potential social conflicts remain important for maximizing the positive social outcomes of CBT projects (Scheyvens, 2002).

#### ***Synthesis of Findings***

The findings from the four research questions reveal that Community-Based Tourism (CBT) initiatives in Zamboanga City significantly impact local governance, economic development, environmental sustainability, and social outcomes. CBT projects enhance local governance by fostering community involvement and developing supportive policies (Villanueva, 2022). Economically, these initiatives boost local business, create jobs, and diversify income sources, contributing to broader economic growth (Mitchell & Ashley, 2010; Bautista,

2021). Environmentally, CBT promotes conservation and sustainable practices, though challenges such as waste management persist (Goodwin, 2012). Socially, CBT initiatives strengthen community cohesion, preserve cultural heritage, and improve residents' quality of life by providing economic opportunities and fostering local pride (Scheyvens, 2002; Villanueva, 2022). Overall, CBT in Zamboanga City demonstrates both substantial benefits and ongoing challenges, underscoring the need for continued support and adaptation to maximize positive outcomes.

## **VI. DISCUSSION AND INTERPRETATION**

The discussion reveals that Community-Based Tourism (CBT) initiatives in Zamboanga City effectively enhance local governance, stimulate economic development, and foster environmental sustainability and social cohesion. CBT projects improve governance through increased community participation and transparency but face challenges in resource allocation. Economically, they generate jobs and support local businesses, though benefits are unevenly distributed. Environmentally, CBT promotes conservation but struggles with waste management. Socially, CBT strengthens community ties and cultural preservation, yet disparities remain. Overall, while CBT initiatives show substantial positive impacts, they also highlight areas needing further investment and strategic improvements for optimal effectiveness. Overall, CBT initiatives in Zamboanga City demonstrate both significant benefits and challenges, highlighting the need for continued support and strategic adaptation.

### **1. Outcomes of CBT Initiatives on Local Governance Structures and Processes**

The results indicate that CBT initiatives in Zamboanga City significantly enhance local governance by fostering increased community engagement and transparency. The

establishment of local tourism committees and task forces has facilitated better stakeholder participation and integration of community feedback into governance processes. This participatory approach aligns with principles of New Public Governance, emphasizing collaborative governance and shared decision-making (Osborne, 2006). However, challenges such as limited resources and capacity for effective implementation suggest a need for further investment in governance infrastructure and training to optimize the benefits of CBT initiatives.

## **2. Influence of CBT Initiatives on Economic Development**

The data reveal that CBT initiatives positively impact economic development in Zamboanga City through income generation, job creation, and local business growth. The Zamboanga City Fiesta and Heritage Tourism Initiative, in particular, drive revenue and employment by attracting tourists and supporting local businesses. This economic boost aligns with the theory of sustainable development, which emphasizes the role of tourism in creating economic opportunities while maintaining ecological balance (Mitchell & Ashley, 2010). However, the extent of economic benefits varies, indicating a need for targeted strategies to ensure equitable distribution of resources and opportunities across different community segments.

## **3. Environmental Impacts of CBT Projects**

CBT projects in Zamboanga City contribute to environmental conservation and sustainable resource management, as seen in the Eco-Tourism Project's efforts to raise environmental awareness and promote responsible practices. These initiatives align with sustainable development goals by integrating environmental stewardship into tourism activities (Goodwin, 2012). However, challenges such as waste management and ecological footprint remain, highlighting the need for more robust environmental management strategies. Addressing these

issues is crucial to maintaining the long-term sustainability of CBT projects and mitigating potential negative impacts.

## **4. Social Outcomes of CBT Initiatives**

The findings show that CBT initiatives positively affect social outcomes by strengthening community cohesion, preserving cultural heritage, and improving residents' quality of life. Initiatives like the Fiesta and Rural Tourism Development foster local pride, cultural preservation, and social inclusion. These outcomes align with the objectives of CBT to enhance social capital and community well-being (Scheyvens, 2002). Nonetheless, ensuring that the benefits of CBT are equitably distributed and addressing any social conflicts or disparities are essential for maximizing positive social impacts and fostering a cohesive community environment.

## **Theoretical Implications**

The study's findings advance New Public Governance (NPG) theory by demonstrating how Community-Based Tourism (CBT) initiatives can operationalize collaborative governance principles in practice. CBT projects enhance community engagement and participatory decision-making, aligning with NPG's emphasis on networked governance. The study also supports sustainable development theories by linking CBT to economic growth and environmental conservation. Additionally, it reinforces social capital theories, highlighting CBT's role in strengthening community cohesion and cultural preservation. These insights suggest that CBT can effectively integrate theoretical principles into real-world applications, offering practical implications for governance, economic, environmental, and social strategies.

### **1. Enhancement of New Public Governance**

**Theory:** The findings from the study significantly enhance the New Public Governance (NPG) theory by demonstrating how Community-Based Tourism (CBT) initiatives can operationalize its principles in a practical context. NPG emphasizes

collaborative governance, where multiple stakeholders work together to achieve common goals (Osborne, 2006). The case studies in Zamboanga City illustrate how CBT initiatives have fostered increased community engagement and participatory decision-making. Local tourism committees and task forces exemplify the NPG emphasis on networked governance and shared responsibilities, showing that CBT can effectively align with and operationalize NPG principles in real-world settings.

**2. Economic Development Theories:** The impact of CBT initiatives on economic development supports and expands upon economic development theories related to sustainable tourism. By creating job opportunities, generating income, and stimulating local business growth, CBT aligns with the principles of sustainable economic development that advocate for leveraging tourism to boost local economies while maintaining environmental and cultural integrity (Mitchell & Ashley, 2010). The findings underscore the importance of integrating economic benefits into CBT initiatives to ensure that tourism contributes positively to local development without exacerbating economic inequalities.

### **3. Environmental Sustainability**

**Frameworks:** The environmental impacts of CBT projects in Zamboanga City align with frameworks of environmental sustainability. The Eco-Tourism Project's focus on conservation and responsible resource management reflects principles of sustainable development, which advocate for balancing economic growth with environmental protection (Goodwin, 2012). However, the challenges identified—such as waste management and ecological footprint—highlight areas where existing sustainability frameworks may need adaptation. The study suggests that integrating more rigorous environmental management practices into CBT projects is crucial for enhancing their alignment with sustainability goals.

### **4. Social Capital and Community**

**Development Theories:** The positive social outcomes observed in CBT initiatives reinforce theories of social capital and community development. CBT projects that

enhance community cohesion, preserve cultural heritage, and improve residents' quality of life demonstrate how tourism can contribute to building social capital and fostering community development (Scheyvens, 2002). The findings suggest that CBT can play a significant role in strengthening community ties and promoting social inclusion, thereby supporting theoretical perspectives that emphasize the importance of community engagement and cultural preservation in development initiatives.

## **Implications for Future Research**

The study's findings provide several implications for future research:

1. **Extended Application of NPG:** Further research could explore how CBT initiatives in different contexts and regions can further operationalize New Public Governance principles, examining variations in stakeholder dynamics and governance structures.
2. **Economic Impact Assessment:** Future studies could investigate the long-term economic impacts of CBT initiatives, focusing on sustainability and equity in income distribution and job creation.
3. **Environmental Management Strategies:** Research could assess effective environmental management strategies for CBT projects, addressing waste management and minimizing ecological footprints.
4. **Social Capital Development:** Investigating how CBT initiatives affect different dimensions of social capital and community development across diverse socio-economic settings could provide deeper insights into the role of tourism in community well-being.

In this view, the theoretical implications of this study demonstrate that CBT initiatives in Zamboanga City align with and expand upon existing governance, economic development, environmental sustainability, and social capital theories. The findings contribute to a deeper understanding of how CBT can operationalize theoretical principles in practice and provide

valuable insights for enhancing and adapting these theories in the context of sustainable tourism. Overall, the interpretation of results highlights that CBT initiatives in Zamboanga City are effective in enhancing local governance, economic development, environmental conservation, and social cohesion. While the initiatives demonstrate significant positive impacts, addressing ongoing challenges and ensuring equitable benefits are critical for optimizing their effectiveness and sustainability. Continued support and strategic adjustments are necessary to enhance the outcomes and address the limitations identified in the study.

## VII. CONCLUSION

The study concludes that Community-Based Tourism (CBT) initiatives in Zamboanga City effectively enhance local governance, economic development, environmental sustainability, and social cohesion. CBT projects improve governance through increased community involvement and transparency, aligning with New Public Governance principles. Economically, these initiatives generate income, create jobs, and support local businesses, contributing to sustainable growth. Environmentally, they promote conservation, though challenges like waste management remain. Socially, CBT fosters community pride, cultural preservation, and quality of life improvements. The study contributes to public administration theory by demonstrating CBT's practical application in sustainable development and suggests future research into long-term economic impacts, environmental management, and cross-cultural comparisons. Overall, CBT emerges as a valuable tool for sustainable development, offering practical insights for enhancing governance and community well-being.

### 6.1. Summary of Key Findings

This study evaluates the efficacy of Community-Based Tourism (CBT) initiatives as a strategic public administration tool for sustainable development in Zamboanga City, Philippines. The key findings are:

- **Local Governance:** CBT initiatives significantly enhance local governance by fostering community involvement and improving transparency. They facilitate the establishment of local committees and task forces, aligning with New Public Governance principles of collaborative and participatory governance (Villanueva, 2022).
- **Economic Development:** CBT projects positively impact economic development by generating income, creating jobs, and supporting local businesses. The Zamboanga City Fiesta and Rural Tourism Development, in particular, demonstrate how tourism can drive economic growth while supporting local entrepreneurship and business expansion (Mitchell & Ashley, 2010; Bautista, 2021).
- **Environmental Sustainability:** The Eco-Tourism Project contributes to environmental conservation and sustainable resource management. However, challenges such as waste management and ecological impact require more robust strategies to ensure long-term sustainability (Goodwin, 2012).
- **Social Outcomes:** CBT initiatives enhance community cohesion, preserve cultural heritage, and improve residents' quality of life. They promote local pride and social inclusion, reinforcing theories of social capital and community development (Scheyvens, 2002).

### 6.2. Contribution to Knowledge

This study contributes to the existing body of knowledge by demonstrating the practical application of CBT in achieving sustainable development goals within a specific local context. It highlights how CBT initiatives can effectively operationalize New Public Governance principles by enhancing local governance and fostering community engagement. The study also expands on the understanding of CBT's role in economic, environmental, and social dimensions, providing empirical evidence of its impacts and benefits in a developing country setting. The insights gained offer valuable implications



for public administration theory, particularly in integrating community-based approaches into governance and development strategies.

### 6.3. Future Research Directions

Future research should focus on several areas to build upon the findings of this study:

1. **Long-Term Economic Impacts:** Investigate the long-term economic impacts of CBT initiatives, including their sustainability and the distribution of benefits among different community groups.
2. **Environmental Management Practices:** Explore effective environmental management practices for CBT projects to address challenges such as waste management and ecological preservation. Comparative studies with other regions could provide additional insights.
3. **Social Capital Analysis:** Examine the effects of CBT on various dimensions of social capital, including trust, network building, and social cohesion, across diverse socio-economic contexts.
4. **Governance Models:** Analyze different governance models used in CBT initiatives to identify best practices and strategies for enhancing participatory governance and stakeholder collaboration.
5. **Cross-Cultural Comparisons:** Conduct cross-cultural comparisons to understand how CBT practices and impacts vary in different cultural and geographical contexts, and identify transferable lessons and strategies.

Overall, this study underscores the potential of CBT as a strategic tool for sustainable development and provides a foundation for further research to refine and enhance CBT practices and policies in diverse settings and further highlights the significant role of Community-Based Tourism (CBT) as a strategic initiative for advancing sustainable development in Zamboanga City. By enhancing local governance, driving economic

growth, promoting environmental conservation, and strengthening social cohesion, CBT demonstrates its potential to address diverse development challenges effectively. The findings highlight the alignment of CBT with New Public Governance principles and its capacity to foster inclusive and participatory development. However, ongoing challenges such as infrastructure needs and environmental management require continued attention and adaptation. As CBT continues to evolve, this study provides a valuable foundation for future research and policy formulation, aiming to optimize the benefits of CBT and address its limitations. The insights gained contribute to a deeper understanding of CBT's practical applications and offer a pathway for leveraging tourism as a tool for sustainable and equitable development.

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