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# CYRUS CHRONICLE JOURNAL (CCJ):

*Contemporary Economic and Management Studies in Asia and Africa*



An imprint of the CYRUS Institute of Knowledge (CIK)



<http://www.cyrusik.org/>

## **Entrepreneurship and Preservation of the Historical Sites: the Case of the Middle-East Region**

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### **Announcements:**

- [CIK 2020 Conference](#) – October, 20th – 22<sup>nd</sup>, 2021, Online, Joint collaboration with SINGEP, Brazil
- [CIK 2020 Conference](#) – October 1<sup>st</sup> - 3<sup>rd</sup> 2020, Online, Joint collaboration with SINGEP, Brazil
- [CIK 2019 Conference](#) – April 17<sup>th</sup> - 21<sup>st</sup> 2019, MIT, Cambridge, USA

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<sup>1</sup> The authors appreciate comments and suggestions of the CCJ editor and reviewers on earlier drafts of this paper. Any errors are the authors’ responsibility.

- [CIK 2018 Conference](#) – March 4<sup>th</sup> - 7<sup>th</sup> 2018, ESCA and UM5, Casablanca and Rabat, Morocco
- [CIK 2017 Conference](#) – April 14<sup>th</sup> - 16<sup>th</sup> 2017, MIT, Cambridge, USA
- [CIK 2016 Conference](#) – March 15<sup>th</sup> - 17<sup>th</sup> 2016, The American University in Cairo, Egypt
- [CIK 2015 Conference](#) – April 24 - 26<sup>th</sup> 2015, Harvard University, Cambridge, USA
- [CIK 2014 Conference](#) – January 9<sup>th</sup> - 11<sup>th</sup> 2014, Hult International Business, Dubai, UAE
- [CIK 2012 Conference](#) – October 15<sup>th</sup> - 17<sup>th</sup> 2012, Hult International Business, Cambridge MA
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- Guidelines for submission to CCJ - <http://www.cyrusik.org/ccj/submission-guidelines/>

***CYRUS CHRONICLE JOURNAL (CCJ):***  
***Contemporary Economic and Management Studies in Asia and Africa***

*The flagship journal of the CYRUS Institute of Knowledge*

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The CYRUS Institute of Knowledge (CIK) Journal is a refereed interdisciplinary journal. The editorial objective is to create opportunities for scholars and practitioners to share theoretical and applied knowledge. The subject fields are management sciences, economic development, sustainable growth, and related disciplines applicable to the emerging economies in Asia, Africa, and other regions. Being in transitional stages, these regions can greatly benefit from applied research relevant to their development. **CCJ** provides a platform for dissemination of high quality research about these regions. We welcome contributions from researchers in academia and practitioners in broadly defined areas of management sciences, economic development, and sustainable growth. The Journal's scope includes, but is not limited to, the following:

- Business Development and Governance
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### **Editorial Advisory Board Members:**

Professor Tagi Sagafi-nejad is the editor of **CCJ**. Dr. Sagafi-nejad is ex-editor of International Trade Journal, the author, in collaboration with John Dunning of The UN and Transnational Corporations: From Codes of Conduct to Global Compact, (2008) and "The Evolution of International Business Textbooks" (2014). He was the Radcliffe Killam Distinguished Professor of International Business, founding Director of the PhD Program in International Business, and Director and Center for the Study of Western Hemispheric Trade at Texas A&M International University (2003-2013). Dr. Sagafi-nejad is well known internationally and has outstanding credentials to develop The Cyrus Chronicle into a high quality publication.

### **Submission Process:**

For more information on the Institute, please contact: [Editor@Cyrusik.org](mailto:Editor@Cyrusik.org); [Sagafinejad@loyola.edu](mailto:Sagafinejad@loyola.edu); [Nasgary@Cyrusik.org](mailto:Nasgary@Cyrusik.org). *CYRUS Institute of Knowledge (CIK), Box 380003, Cambridge, MA 02238-0003, USA*

He will be assisted by an editorial board consisting of distinguished members from world-class institutions of higher learning, practice and industry.

We invite authors to submit their papers and case studies to [Editor@Cyrusik.org](mailto:Editor@Cyrusik.org). We will have a quick turn-around review process of less than two months. We intend to begin with two issues per year consisting of about 5-8 papers and case studies per issue, with fall 2015 being the first issue. A selected number of papers submitted to the CIK conference will be double-blind reviewed for inclusion in **THE CCJ**. We intend to have special issues on themes that are within the scope of Journal. Also, we will have invited guest issues.

### **THE CCJ: An imprint of the CYRUS Institute of Knowledge (CIK)**

#### **Background:**

This is a historical time for developing and emerging markets, and The Cyrus Chronicle Journal intends to offer what is most urgently needed. There is no question that organizations and

businesses that are capable of analyzing and applying advanced knowledge in management sciences and development are in high demand, especially during transitional periods. It is an unusual time in the target regions and the world. A time which requires active intellectual participation and contributions. It is the era of revolution in terms of advances in communication, technology. It is a time for intellectuals, entrepreneurs, and philanthropists to help enlighten minds, and therefore enrich the quality of life for millions. It is a time to focus intensely on the historical characteristics, achievements, human and natural resources, and the significant deficit in development, management sciences, and democracy in these regions. CIK's vision, "to cultivate the discourse on human capital potentials for better living," is the appropriate response to current challenges, and the journal is a platform for sharing the perspectives of scholars and practitioners with a wider audience.

CIK associates tend to have a foot in two worlds. First, most of the associates possess a wealth of intellectual and experiential knowledge, which is enhanced by their active involvement in business, consulting, scholarly research, and collegiate teaching. Second, some associates are sons and daughters of the afore mentioned regions and possess an ethnic identity, language skills, and the insights only embraced by insiders. Third, most of the CIK board of directors' members and associates are well-known scholars, members of editorial boards of journals, and editors. CIK possesses depth, breadth, and a competitive edge to successfully manage a reputable, double blind peer-reviewed journal. CIK is committed to developing knowledge that positively contributes to the life of the world's citizens. CIK is a charitable, educational, and scientific organization that has been in operation since 2011. CIK is a secular and non-partisan organization and has many scholars and practitioner as member.

#### Editor's Introduction

Since inception in 2012, the *Cyrus Institute of Knowledge* has held five annual meetings. Three years ago, we published the first volume of its flagship journal, *Cyrus Chronicle Journal (CCJ): Contemporary Economic and Management Studies in Asia and Africa in conjunction with the 2016 annual conference*.

The Institute has had seven successful international conferences since its inception. These conferences have been hosted at institutions in the United States (MIT, Harvard, Hult), and internationally (Hult - UAE, American University in Cairo, and ESCA in Morocco). Several institutions of higher education have collaborated and supported these conferences. Please see CIK website for information about these institutions. We greatly appreciate their support! *The CIK 2020 Conference was held **Online** and in collaboration with International Symposium on Project Management, Innovation and Sustainability (SINGEP) during Oct. 1-3.*

Generally, conference participants come from at least 15 different countries and 35 institutions, organizations, and companies. Please see [CIK website for details](#). Some of plenary sessions had up to 150 participants. The best papers presented at these conferences have traditionally been accepted for publication in the Journal, along with additional articles by prominent scholars.

The acceptance rate of *CCJ* is generally less than 20%. Our aim is to publish the highest quality papers after they pass through our strict review process. CIK colleagues and conference participants have proposed and suggested special issues of the journal, which is based on core topics (i.e., entrepreneurship, innovation, ethics, and sustainable development) and/or country specific ones. Therefore, we welcome articles that meet these characteristics.

Now we welcome you to read the fifth volume issue 1(CCJ.V5.1). The journal intends to cover scholarship pertaining to emerging economies in Asia, Africa, and other emerging economies. Scholarship dealing with these regions tends to be either ignored or misunderstood, and there are limited outlets for scholars who work in these countries to share their scholarly outputs. Focusing on these two continents will help researchers from these regions - which together account for the largest portion of the world population and growth. The *CCJ* intends to fill these gaps. An examination of our mission may shed some light on this question. The primary purpose of the journal is four-fold:

1. To share and promote knowledge of economic, management, and development issues facing countries of Asia and Africa and other emerging markets. Focusing on assessment, evaluation, and possible solutions help advance these countries, which also have the largest populations. Development challenges are global; virtually all countries face challenges concerning economic development, sustainability, food and water, population and environmental degradation. Yet no country gains by shunning opportunities that globalization can provide, with the possible exception of a few countries whose leaders lack a full understanding of the opportunities that globalization can offer. To take advantage of such opportunities, knowledge is the primary requisite. This journal aspires to make a contribution to this body of knowledge.
2. To encourage the generation and dissemination of knowledge by local scholars whose access to mainstream academic outlets may be limited. There are many scholars from academic, public and private sector organizations whose first-hand knowledge of problems and solutions is not being shared for lack of an appropriate outlet for dissemination. The *CCJ* seeks to provide an opportunity for spreading such knowledge.
3. Academic scholarship emanating from the region under the journal's coverage tends to get lost in the academic jungle where the pressure of "publish or perish" leaves behind the younger and less experienced members. This journal will provide a venue for the scholars with first-hand knowledge of these areas. By publishing in *CCJ*, they could make important contributions to the body of management and development scholarship on which the journal will continue to concentrate. The *CCJ* will provide a platform for established as well as younger scholars who might collaborate with them in their research.

This fifth volume, issue 1, of the *Cyrus Chronic Journal*, contains three articles. Articles from established scholars and policymakers that cover the gamut from Asian to Latin America. As part of our mission to advance knowledge we will continue to include reviews of major scholarly books relevant to the Journal readers.

On the journal's operational side, we want to make the publication more accessible to a wide audience across the world, and so, consistent with the 21st -century trend toward electronic media, we will continue to publish this journal online. To maintain rigor and originality, articles submitted to the journal will nevertheless undergo the standard double blind review process. Reviewers' anonymous comments are shared with authors, as appropriate. Submission guidelines and procedures are delineated on the journal's website: <http://www.cyrusik.org/research/the-cyrus-chronicle>

As the first editor of the journal, I am pleased and proud to accept this challenge. I bring some experience; my first editorial assignment was as an undergraduate student at the then Pahlavi University in Shiraz, Iran, a top-ranking institution in the region. A few students and I founded

and published *Danesh-Pajouh* (knowledge seeker). In those days when freedom of expression was severely limited, we managed to publish one issue in March 1965 before the censors put a stop to the enterprise.

Years later, while directing a doctoral program in international business in Texas in the early 2000's, I also served as the co-editor - and eventually editor - of the *International Trade Journal* (ITJ) until my retirement in 2013. Under my leadership, the *ITJ* acceptance rate fell below 10%. Publishing an academic journal is simply a labor of love. The rewards are many-fold and include working alongside a dedicated team of colleagues – Nader Asgary, Alf Walle, Nancy Black Sagafinejad, Dina Frutos-Bencze, reviewers, and the entire editorial Board. In addition, of course, we thank our contributors who have trusted their work of scholarship to be published in a new but growing and promising publication. They have spent many hours working to polish and prepare for the journal for publication.

In this fourth issue, we have already reached a threshold of about 20% in acceptance. Still, *CCJ* needs your support and so I ask for your help in the following ways:

- **We are interested to offer special issues based on themes and country case studies. Your support, suggestions, and contributions are welcomed;**
- **Contribute articles, case studies, and book reviews and commentaries;**
- **Encourage your colleagues to do the same;**
- **Encourage promising young scholars – especially those from developing and emerging economies from China to the northern tip of Africa – to submit their works to our journal;**
- **Spread the word, especially in countries where *CCJ* can be most effective;**
- **Cite the articles published in this journal in your own research when applicable;**
- **Attend the annual conferences of the Institute (<http://www.Cyrusik.org> the physical platforms that serves as an annual spawning ground for articles that may ultimately be published in this journal);**
- **Give us your feedback by telling us how we can further promote and improve the journal.**

Welcome to *ITJ*, and thank you.  
Tagi Sagafi-nejad, Editor

## **Abstract**

In this study, we examine the viability of a Community Based Resource Management (CBRM) model to enhance the tourism industry. CBRM is a bottom-up model, which proposes active engagement in decision-making by stakeholders, especially local communities. The model currently implemented in most developing countries is top-down, wherein central governments are in charge of all decision-making without deliberate engagement of all stakeholders.

The focus of this empirical study is on Egypt, Iran, Morocco, and Turkey (EIMT). All four countries have rich historical sites and prospects for advancement of their tourism industries, which could inherently bolster their economies. A survey was developed and disseminated through email. The resulting sample is considered to be 'expert' due to respondents reported international travel frequency. Additionally, approximately 80% of respondents have graduate degrees. Our empirical findings support core aspects of the CBRM model, which shows that active engagement of local persons and businesses helps in the protection of historic landmarks as well as fortifying each country's tourism industry.

**Keywords:** Community Based Resource Management; Historical Sites, Entrepreneurship, Stakeholders, Middle East;

## 1. Introduction

Throughout the Middle East, as well as the rest of the world, tourism has emerged as a powerful industry, for years and decades prior to the worldwide pandemic. Countries such as Egypt and Turkey have had thriving tourism industries up until recently. Other countries such as Iraq, Iran<sup>2</sup>, Morocco, and Syria have equally impressive assets of interest to tourists, but recent tensions in some of these countries have deterred travelers. When more peaceful times prevail and COVID-19 is fully under control, a pent-up demand for tourism to the region will spur vital economic activity. Therefore, these countries should be simultaneously preparing for high quality services for the pent-up demand during the current pandemic.

Most of these countries can generate more than 15% of their government's budget from solely their tourism industry.<sup>3</sup> For some of these countries reduced demand for oil due to serious environmental damages make expansion of tourism a necessity. Additionally, evolution of new technological innovations is leading to environmentally friendly sources of energy. Diakonidze (2019) states that tourism has increasingly become a vital, curiosity-fueled global exploration within human's social lives, commencing in the 50s and 60s of the 20th century. In most developed countries, and some developing countries, the tourism industry is responsible for a considerable amount of jobs, contributing significantly to the Gross Domestic Product.<sup>4</sup>

The economies of most of the Middle-Eastern oil rich countries are not diversified and for some of them the primary source of revenue is oil exporting. High unemployment rates in these countries, coupled with the reduction of oil exports revenue has led to instability and therefore, migration. Hence developing accommodative policies that induce tourism is substantially necessary. Given current circumstances, entrepreneurial activities that are built on archaeological treasures will generate relatively sustainable employment while also protecting these treasures from theft and destruction. There is regional and religious tourism among and within some of these countries that generates some seasonal employment and revenue. For example, many people from Lebanon, Iraq, and Iran travel for religious purposes across these countries every year.

Tourism in Western Europe creates significant number of jobs and generates more than 150 billion dollar of revenue (World Travel & Tourism Council, 2015). For example about 83 million tourists visit France every year and residents of the European Union took 1.2 billion trips in 2018 ([Tourism-in-Europe-Statistics](#)).<sup>5</sup> Buiga et al. (2017) described that tourism in Central and Eastern European nations has increased at a logarithmic an expanding rate during the last twenty years. Therefore the tourism and travel industry is viewed as an expanding segment of these countries'

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<sup>2</sup> Financial Tribune (November 18, 2019) reported that "A total of 5,890,952 tourists visited Iran during the first seven months of the current fiscal year (March 21-Oct. 22) to register a 24% growth compared with the same period of last year, according to the Ministry of Cultural Heritage, Handicrafts and Tourism." The devaluation of Iranian currency has reduced let to increase in tourism. The main source of tourists to Iran are from neighboring countries (Iraq, Azerbaijan, Afghanistan, Turkey and Pakistan).  
<https://financialtribune.com/articles/travel/100806/iran-tourist-arrivals-increase-24-to-over-58-million>

<sup>3</sup> Data shows that global international tourism revenue has increased from 2000 to 2016. In 2016 international tourism revenue amounted to 1.22 trillion U.S. current dollars. <https://www.statista.com/statistics/273123/total-international-tourism-receipts/>. In the cases of Turkey over the past 19 years tourism receipts value fluctuated between \$37 billion in 2014 and \$5 in 1995 and for Egypt for the same period has been between \$13 billion and \$3 billion. For Egypt contribution of travel and tourism to GDP as a share of GDP for the period of 1995 to 2015 has been between 7.25 to 19.5% and for Turkey for the same period is 7.6 and 16% (World Data Atlas).

<sup>4</sup> For example, Egypt is the home to a range of the most prominent and historical attractions (Egypt Tourism Report, 2019). The capital city Cairo is where the Egyptian Museum and the Pyramids of Giza, and the town of Luxor offers a series of other historical and social attractions. Sharm el-Sheik, on the coast along the Red Sea, is a well-known beach holiday destination. Similar to Egypt, the other countries examined under the scope of this empirical study possess significant historical and cultural attractions in the Middle East region.

<sup>5</sup> <https://www.condorferries.co.uk/tourism-in-europe-statistics>

economy. The coronavirus pandemic worldwide shutdown has put on display the significant amount of employment and businesses in both developed and developing countries that are tied to tourism.

Some tourism scholars and practitioners (i.e., Martinez, Armando, 2008; Blackstock, 2005; Potjana, 2003; Jamal and Getz, 1995) advocate for methods that ensure a wide range of individuals are able to participate in tourism in a sustainable manner that engages with their needs, desires, and vulnerabilities. These initiatives, often referred to as “community based tourism,” are typically depicted as empowering local stakeholders by being culturally supportive, sustainable, and ecologically friendly.

In order to encourage local involvement in the decision-making and managerial processes of tourism, we will focus upon three phenomena: (1) Community Based Resource Management, (2) entrepreneurship, (3) and how linkages between the two can provide the power of synergism to both. In the past, those who dominated the decision making processes of economic development tended to be outsiders. On many occasions, governments and other decision makers did little to actively involve local peoples when strategies were forged, and policies were developed. Due to this top-down system, an adversarial relationship often developed between local people and outside power brokers. Under such circumstances, furthermore, the expertise, insights, and initiative of local people is easily squelched.

In recent years, however, Community Based Resource Management has developed as a means of involving local people within the decision-making process. When treated in this manner, communities that might otherwise be hostile to outsiders and their agendas can find common ground that lead to more harmonious and effective relationships. In other words, when governments and other outsiders surrender a degree of power, local people gain a degree of control over their lives and in turn, are empowered. These conditions have the ability to encourage cooperation and harmony between the two groups, potentially resulting in a win-win situation that serves all stakeholders.

Entrepreneurship most often involves inspired and innovative individuals explore new and or different way to achieve an outcome. These individuals are risk taker and if they are able to successfully operationalize it they will earn financial and other rewards (Muganda et al. 2013; Asgary and Maccari, 2019). A broader definition involves individuals applying established methods and tactics in a new place or in a novel way. In situations where decisions are dominated by outsiders (such as government or outside investors) local people will have fewer chances to function as effective entrepreneurs because policies and strategies are established by others.

Even if local people and leaders possess valuable and innovative ideas, their input is likely to be ignored. In situations where CBRM is practiced, however, the instincts and insights of local entrepreneur can be more effectively unleashed. Such benefits can emerge because decisions and strategies will arise rather than unilaterally dictated in a top-down fashion. Therefore, CBRM and entrepreneurship can be combined in ways that are synergistic and empowering to local people. Doing so provides local cultures, regions, and peoples with an opportunity to more effectively control their own destiny. So far, CBRM has tended to deal with natural resources (i.e., Walle and Asgary 2015; Farooqi and Asgary, 2015), such as wild animals. The application of CBRM within the Middle - East has been minimal.

Once current conditions are lifted and travel to these places is more pleasant, safe, and convenient, these countries will emerge as sought-after tourist magnets. Application of the findings of this paper shall provide guidelines for applying the CBRM model. Actionable suggestions regarding how to take advantage of this potential by actively involving local communities in economic initiatives (and doing so on their own terms) are provided. We expect that applying the proposed CBRM model will lead to higher rates of country-wide employment and revenue than presently exist, due to further collaboration and coordination of the aforementioned stakeholders. In turn, application of this model will provide greater quality, and better understood, services for future tourists. The objective of this paper is to provide insight and data for future public policy changes in the above stated countries. The findings of the paper may have some global implications because most countries would like to create jobs and increase their revenues from tourism.

In this paper we use an online survey, capturing a representative sample of individuals who have traveled frequently in developed and developing countries, to evaluate applicability of CBRM. Based on the completed literature review, as well as the author's international experiences, a questionnaire was developed and pretested before being administered to the sample. About 80% of the sample stated that they have postgraduate degrees and have traveled considerably. Based on this criteria, we consider them "experts" in the field, and place significant value on their responses, evaluations, and suggestions. Most respondents have traveled to Egypt, Iran, Morocco, and Turkey (EIMT). These countries are the focus of our study because they have a rich history and historical sites in the Middle-East. Also, we are able to acquire data for testing our hypothesis during these period.

This study aims to bridge the gap in literature within the domains of entrepreneurship, tourism, and sustainable development for these countries which have rich histories, historical sites, and high unemployment rates. According to our literature survey, there is no empirical study that has examined the theory of CBRM in regards to the previously named countries. Based on the literature reviews, as well as intellectual and experiential knowledge of the region, authors have developed a questionnaire and pretested it prior to administering it online between April and May of 2019. The sample collected provided rich data, comments, and explanations for the majority of the 38 questions asked. We sent the Qualtrics link of the survey to the emails of the sample of 45 respondents that we have collected. The response rate was 50%. These participants met key qualifications: a. traveled extensively over the past 20 year, especially to the majority of the EIMT countries, and b. they have high levels of educational attainments. Both of these factors will give us a high degree of confidence in terms of the respondents' assessment and perspective. While the sample size is small and we have reservation to draw global conclusions, the results provide interesting insights on this topic. In the next two sections we will present a summary of our literature survey and data collection methodologies. Thereafter, we will discuss the empirical results and conclusions of this paper.

## **2. Literature Survey**

World Tourism Organization (2019) reports that tourism is among the fastest growing economic sectors in the world. However, recent events such as political threats, natural disasters,

and diseases have had direct impact on health, wellness, and life of traveler (Rittichainuwat and Chakraborty 2012; Ghazi 2015; Žuromskaite' and Nagaj 2018; Chauhan and Negi 2018). This is clearly observable in regards to the Coronavirus which has halted international travel and stopped tourism around the world. The issue of security in any region of the world is becoming closely related to travel and tourism activities (Chan and Lam, 2013). Nagaj and Žuromskaitė (2020) examined whether the level and number of safety and security provided to consumers in accommodative facilities offer competitive advantage to the providers. Their results concluded that "...the higher the quality of services provided (more stars), the higher the level of safety and security is ensured." For examples, after "Arab Spring" and security challenges that emerged tourism to Egypt, Tunisia, and other countries in the region slowed down significantly.

Sustainable development has emerged as an important issue in the expansion agenda of the tourism industry in many developing countries (Tosun, 2001; Helmy, 2004; Jean-Eric and Jean-Louis, 2004; UNWTO, 2017). The lack of well-designed planning and effective management of tourism development has been the primary shortcoming (Huybers and Bennett, 2002). Many development plans did not turn into reality due to, amongst other things, a clear and comprehensive planning and implementation (Briassoulis, 2002; Michelle, 2006). These findings point towards a lack of communication, understanding, and involvement of the stakeholders. Some scholars (McVey, 1993; Sharpley, 2000; Velikova, 2001; McKercher and du Cros, 2002; McKercher, 2003) identified local sustainability as one of the major pillars of tourism development. There are increasing levels of local involvement in the design of specific plans and regulations that relate to tourism development in local areas (McVey, 1993; Sharpley, 2000; Velikova, 2001; McKercher and du Cros, 2002; McKercher, 2003). Central bodies have understood that a lack of active participation of all tourism stakeholders' results in overuse by tourists and attractions subsequently being reduced (Weaver and Lawton, 2006).

Economic sustainability and protection of historical artifacts are strongly linked to the growth of tourism starting in the 21<sup>st</sup> century. Bushel and McCool (2007) discuss the need for protection of local communities through flourishing tourism and assert that "tourism development and conservation that denies the rights and concerns of local communities are self-defeating, if not illegal" (103). Scholars (i.e., Matarrita-Cascante et al. 2010; Tosun, 2006) findings show that local communities indicated their preferred role in tourism development was as workers and entrepreneurs within the industry.

Research in some of Africa's top tourism countries reveals that local communities execrated the top-down decision-making approach that currently prevails in their tourism development industries (Muganda et al., 2013). Authors used quantitative and qualitative data from Tanzania to bring perspectives from the grassroots. They have developed a household questionnaire survey and case-based local community field study, concluding that local communities want to be involved when tourism policies are being made to ensure that any policy developed meets stakeholders' needs and interests. Respondents of the survey rejected the statement that "local people should not participate in tourism development by any means," despite their differences in terms of gender, education, and occupation. It appears that if local people had a stronger voice in tourism development policies and appropriate educational trainings in this domain higher levels of entrepreneurial activities would emerge. Awimbo, Barrow, and Karaba (2004) describe that one of the main problems is that the labor forces and the technical skills are poor in those countries.

They state that two-thirds of the working age individuals of these countries do not have the requisite training.

Due to the complex nature of most tourist destinations, there are numerous stakeholders with varying interests and views. All stakeholders should have interest in economic benefits and preservation of historical artifacts. The active participation of local communities in tourism development must be beneficial to the overall touristic objectives, especially preservation of historical artifacts. Locals have the relevant knowledge and stewardship towards the protection of cultural heritage of their area (Jamal and Stronza, 2009). Protection efforts made at the grassroots level play an important role in the sustenance of tourism within that area long term. Additional benefits include the experience for tourist learning and cross-cultural appreciation directly from the people who have been a part of destinations culture for generations. We logically conclude that those local communities play an integral part in identifying and promoting tourist resources and attractions in an area that they know from birth.

Scholars (Niegoda and Czernek 2008; Muganda, 2009; Muganda et al., 2013) studies reveal that if local communities are not actively engaged in tourism development decisions, this will result in a lack of involvement interest during implementation. In some cases, this may lead to clashes between the community and government in regards to the management and implementation of such projects. Many destinations do not live up to their potential as tourist sites because their host communities often lack the capacity and resources to capitalize on these sites' potential for tourism (Rawashdeh, 2017).

A lack of cooperation between central and local governing bodies often results in missed opportunities for identifying and developing touristic destinations. The geographic trend of top-down management in tourism means missed revenue opportunities across the globe. Few countries are actively diminishing, though not eradicating, utilization of the hierarchal decision-making approach. The country of Jordan is a model example of harmonious cooperation between the Department of Antiquities and the Sustainable Cultural Heritage Local Communities Project (SCHEP). These projects provide local communities a role in protecting and conserving a vast number of legacy locations in Jordan (Muganda et al., 2013). Through building various skill sets, underpinned knowledge, and specific tools in line with best practices, the people of Jordan are preserving, presenting, sustainably promoting, and managing the nine SCHEP sites. The community-based job opportunities around these sites, focus on youth (75%) and female (47%) employment, aiming to create a strong sense of culture in the Jordanian community.

Countries such as Albania have designed national frameworks, wherein their Ministry of Urban Development and Tourism plays a key role in setting forth tourism plans and policies (Rezarta Brokaj, 2014). Such plans include integrating a sustainable tourism dimension into their national economy's agenda and master plans to transform the tourism industry's development trajectory towards a sustainable development goal. Such strategies are now present in every one of the country's national level projects. Through creation of different organizational structures within Albania's tourism industry, their government aims to solve significant challenges in relation to tourism expansion, such as environmental pollution, monument degradation, and etc. The local government has been assigned roles and responsibilities in regards to planning and policy development.

In conclusion such involvement encourages the development of a distinctively positive sense of community belongingness, encouraging positive attitudes as well as improved delivery of services. This unique environmental allows for a spotlight on community interests and tourism maturation in conjunction with each other, a dynamic ideally adopted by an increasing number of countries moving forward.

From the literature survey above we can draw the four hypotheses below:

H1: Safety and security are necessary conditions for tourists to travel to historical sites. The premise of good service is requisite for continued growth. Tourists will consider safety and health as key factors in visiting any country or historical site. It is rational human behavior that tourist will choose to visit countries that safety and security are very good. It is an explicit and implicit precondition for choosing any place to visit. Tourism is a luxury service which is a situation of comfort, ease, and happiness, therefore, any issue that many impact it negatively will lead visitors change their plan. Scholars (Nagaj and Žuromskaitė, 2020; Ghazi, 2015; Žuromskaite and Nagaj, 2018; Chauhan and Negi, 2018; Chan and Lam, 2013; Rittichainuwat and Chakraborty, 2012) have concluded that safety and security is the primary determinates for people to choose were to visit. Additionally, they found that management practices that protect and enhance visitor satisfaction will advance local economy growth. Finally, The COVID-19 pandemic has highlighted the critically importance aspect of health for travel and tourism.

H2: CBRM is essential in the protection of historical sites, as well as in the flourishing of local entrepreneur's roll in the tourism industry. CBRM articulates role of community, especially that of locals, in protecting historical sites, as they reflect their history and culture (i.e. Walle and Asgary 2015; Farooqi and Asgary, 2015). Also, cautious and environmentally friendly usage of these sites is essential for the happiness and appreciation of future generations. CBRM empower local peoples, leading to a surge of entrepreneurial activities and development in principle.

H3: Local culture should be explained and entrained because it will advance tourist knowledge and therefore shall increase the number of tourist (Matarrita-Cascante et al. 2010; Bushel and McCool, 2007; Tosun 2006). It is necessary that locals get accurate educational training about the region and site and how to communicate effectively with tourist. Generally, tourists who travel to a historical site have some knowledge regarding its history and importance. It is in the long-run self-interest of local communities to effectively communicate their culture and historical roots through various means, such as entrainment.

H4: Local communities, governments, and tourism experts' collaboration and coordination efforts are necessary conditions for sustainable growth of the tourism industry, as well as protection and restoration of historical artifacts. There is significant overlap in the interest for stakeholders. However, the challenge of who makes decisions, and under what conditions these decisions are made needs management and compromise to move forward. The majority of decisions are made in an undemocratic method, from the top-down, not the bottom-up.

### **3. Data**

Based on a comprehensive literature survey about entrepreneurship and tourism, we developed a questionnaire composed of 38 questions.<sup>6</sup> A pilot study was conducted using the questionnaire to ensure its conciseness and clarity. The questionnaire is composed of four sections, with an opening statement expressing intent.<sup>7</sup> The first section aims to evaluate the background of participants in terms of their overall tourism experience and knowledge regarding international travel. In the second section, we specifically ask questions about experiences and observations of traveling into EIMT countries. In the third section, we explore respondent's perspectives regarding the application of CBRM. In the final section we asked questions about respondents' demographic backgrounds.

While sample size is small, it is content rich. Participants stated that they have traveled considerably over the past 20 years in EIMT countries for work and leisure. Additionally a significant number of participants have postgraduate degrees and therefore, we assume they have a good understanding of the subject matter and rely heavily on their responses as well as the literature review conducted. Unfortunately, we could not find any realizable datasets in this domain for these countries. We compiled an email list of 42 individuals, attaining a response rate of 50%. We consider this sample to be "expert" and reliable due to their extensive education and travel. Following up most questions, we left an open response space for respondents to explain their perspectives on the issue at hand. Participants were notified of the survey lengthiness prior to commencing it. As is seen below, respondents provided rich content which supported, in most case, the quantitative data analysis. For measuring magnitudes of the respondents' perspectives we used a Richter scale (1 min and 5 max). The usage of Richter scale is common in the literature for the type of survey that we conducted.

We asked respondents "Approximately how many international trips have you engaged in over the past 20 years?," 74% of respondents stated more than 21 times and 86% stated more than 15 times. Additionally we asked, "Which country of EIMT have you visited most recently?," 50% stated that they traveled to Morocco, Iran, Turkey, and Egypt for 11, 5, 4, and 2 times respectively.

We requested respondents use information for their last trip to any EMIT country in responding to questions. Our aim was to acquire perspectives based on their most recent trip to any one of these countries. For example, we asked "approximately how many days did you stay in as a tourist and on the average how much did you spend (in USD) per day, including room and board?," 96% of respondents stated that they stayed for one week and 66% stated that they spent \$100 + per day; additionally 33% stated they spent \$150-249 per day. These responses show tourism experiences in relation to the average amount of money spent per day. Under the assumption that respondents stayed 7 days and each day spent approximately \$125, a total of \$875 was spent. About 33% stated that they spent on the average about \$200 per day for the total amount of \$1400 per person per trip. If we multiply these amount by the number of tourists per year for an EMIT country, we should be able to conclude, from our sample, an *approximation* of the amount of money fueled into each country's economy due to the tourism industry. While these calculations provide important

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<sup>6</sup> The questionnaire is available upon request.

<sup>7</sup> As an international traveler, we seek your perspective (subjective, intuitive, and practical insights) regarding the degree to which tourism can enlist the cooperation and participation of local people in a manner that equitably serves all relevant stakeholders. We also seek your perspectives about tourism "best practices" that can help sustainable development. Your response will help us to evaluate and potentially draw conclusions regarding the role of local communities and tourism "best practices", which lead to the protection of environment and historical artifacts through sustainable tourism experiences. Your suggestions for potential improvement of tourism "best practices" are welcome. With this information in mind, we welcome your responses to the following questions.

information but due to our small and unique sample size we do not intend to draw a global conclusion.

#### 4. Empirical Results

In the below section we will use analyze driven from the data collected to test concluded hypothesis. We will proceed our empirical evaluations by stating the relevant question and respondents' responses. Respondents were asked "There was a plethora of literature, such as flyers, brochures, or posters around the site." The mean response is 2.81 which shows there are room for improvement in terms of providing literature and posters regarding historical sites. This outcome is stated more clearly in a later question, asking "Do you think more literature would have been helpful?," 80% of respondents stated "more literature would have been helpful." One of the respondents in the follow-up explanation section wrote "I love when I visit a new country to know more about its own history and the history of the cities. I would like to have more literature in the tour and in English language would be better. More info always better. I do not recall seeing signs or posters around the sites, even in museums. Concierge service is very important as well as locals' recommendations." This response highlights the essential role of accessible literature in the understanding of a historical site. Providing historical knowledge regarding the site, as well as past generations' aims, aspirations, and achievements, can only help the breadth and depth of individual's understanding. Drawing these responses, we advocate that historical sites should have a 10-25 minutes audio/video presentation, in multiple languages, that provides accurate information about the site. For most tourist visual presentation tend to be more remembrance and impactful, given the circumstances. This approach offers detailed information to tourists, having a positive, long-lasting impact on them in a user-oriented manner.

Respondents were asked about levels of safety and protection of sites' artifacts. The mean response rate was 2.38, which is low for the protection of vital sites artifacts. These artifacts necessitate the highest level (5/5) of safety and protection for future generations. When asked "Do you think more protection for such historical artifacts is needed?," the mean response rate was 4.43, which demonstrates that more protection is needed. In response to this questions one of the respondent wrote: "The artifacts was good, but it could have more structure, because it was so beautiful. Some monuments weren't in a good conservation. It was nice to see the artifacts like Pyramids and the Sphinx up close, some more protection would have been nicer. Perhaps limit the proximity tourists can get up to the artifacts."

Respondents were asked for an "*Overall evaluation of your trip (i.e. information center management, security protocols, friendliness, and helpfulness) at tourism sites that you visited.*" The respondents mean evaluation on this inquiry was 2.14, which is relatively low. One of the respondents wrote "People were friendly at historical sites, but it was difficult to communicate as I did not speak the local language. Walking on the streets with my group felt safe, but I was not sure if it was safe enough to explore the city on my own." This observation and above stated mean supports our first hypothesis. In the H1, we state that safety, security, and adequate service are necessary conditions for tourists to travel to historical sites, as well as that is essential for continued growth of the tourism industry. This conclusion is consistence with other scholars findings (Nagaj and Žuromskaitė, 2020; Ghazi 2015; Žuromskaite' and Nagaj 2018; Chauhan and Negi 2018; Chan and Lam 2013; Rittichainuwat and Chakraborty 2012).

Furthermore, we asked respondents “Do you think more protection for such historical artifacts is needed?” 57% of respondents thought “more protection for such historical artifacts is needed.” One respondent wrote “It was nice to see the artifacts like pyramids and the sphynx up close, some more protection would have been nicer. Perhaps limit the proximity tourists can get up to the artifacts.” Table 1 below provides summary statistics.

**Table 1**  
**Do you think more protection for such historical artifacts is needed?**

Answer	%
Yes	57%
No	43%

To evaluate our second hypothesis, which articulates the imperativeness of the CBRM model, we asked respondents, “Which of the following authorities is best able to preserve and protect historical sites and artifacts?” Our finding show that, on average, respondents place higher weight on local people and local authorities (town and state) viewpoints. One respondent wrote “I think the local government agencies with local people will be the best to take care and preserve the historical sites. Local government can pay greater attention to detail, yet it would be nicer to cooperate with the central government if they have better access to relevant knowledge and experts.” Another respondent stated:

I think the local government agencies with local people will be the best to take care and preserve the historical sites. Local government can pay greater attention to detail, yet it would be nicer to cooperate with the central government if they have better access to relevant knowledge and experts. Opinions of experts must be prioritized with help from the locals and government support. Give the decisions to the locally elected people because they are the inhabitants, and the citizens have given them their confidence.

**Table 2**  
**Which of the following authorities is best able to preserve and protect historical sites and artifacts?**

Authority	Min	Max	Mean
Tourism Authority managed by the central government	1	5	2.79
Local government agencies appointed by the central government	1	5	3.05
Local government agencies in consultation with local people	1	5	2.15
Local people	1	4	2.68
Other (please specify)	1	5	3.25

Above respondents' statement and Table 2 results support our hypothesis that CBRM is applicable here. This model articulates that local engagement will aid in the preservation of historical artifacts due to community multi-generational self-interest. While the results in terms of means in Table 2 is not overwhelming but total means for local government and people is dominant.

To examine which authorities are best able to make decisions regarding tourism strategies and future growth, we asked respondents "In regards to tourism strategies and development, which of the following entities is best able to make decisions? Please rank them (1-5, highest to lowest)."

Below Table 3 displays that respondents place the highest weight (3.47), concerning decision-making, on unelected, but well-informed local leaders. Additionally, respondents believe that overall, locals have better judgment in decision-making, which again support the second hypothesis, the CBRM. This conclusion is justifiable because it does highlight the self-interest of local peoples, and their investment in historical sites. One respondent wrote "I think the best partnership will be the private sector investors, with experts and government agencies."

**Table 3**

**In regards to tourism strategies and development, which of the following entities is best able to make decisions? Please rank them (1-5, highest to lowest).**

Field	Min	Max	Mean
Government agencies	1	5	3.11
Private sector investors	1	5	3.05
Experts in the field (i.e. scholars)	1	5	2.11
Elected local people	1	5	3.15
Unelected, but informed local leaders (i.e. elders)	1	5	3.47
Other (please specify)	6	6	6.00

Additionally, we asked respondents "*Should experts or specialists provide training to insure benefits for all stakeholders as well as the protection of historical and cultural artifacts?*," 75% of respondents strongly agreed, and 15% agreed somewhat, that specialists and experts in their related fields should provide training to insure future gain for all stakeholders as well as for the protection of historical and cultural artifacts. Therefore, 90% of respondents agreed that specialist training as a vital component in the conservation of the historical and cultural artifacts (see Table 4). In response to this question a respondent wrote:

"They [specialists] are independent; have knowledge to protect and sustain it. They see long-term values of these site. I strongly agree, because specialists have the knowledge to provide appropriate training. They should also be provided with incentives to do so."

Additionally, another respondent stated "They have seen situations that may parallel what people face. They can prevent the need to 'reinvent the wheel'. Protecting historical and cultural artifacts is not simple and accurate knowledge needs to be leveraged in order not to harm anything by mistake. Therefore, it depends who the trainers are and what their stake is in the process and to improve the economy and the influx of tourists it will be very

useful to learn from other developing countries how to promote their own tourism environment.”

**Table 4**  
**Should experts or specialists provide training to insure benefits for all stakeholders as well as the protection of historical and cultural artifacts?**

Answer	%
5 - Strongly Agree	75%
4 - Somewhat Agree	15%
3 – Neutral	5%
2 - Somewhat Disagree	5%

Regarding the role of local peoples in decision-making we asked respondents “*Should local residents be involved in decision making regarding tourism in their area?*,” 50% of respondents strongly agreed and 40% agreed somewhat that local residents should be involved in decision-making regarding tourism in their area (Table 5).

**Table 5**  
**Should local residents be involved in decision making regarding tourism in their area**

Answer	%
5 - Strongly Agree	50%
4 - Somewhat Agree	40%
3 – Neutral	5%
2 - Somewhat Disagree	5%
1 - Strongly Disagree	0

One respondents wrote “the residents have to be involve, because they will live and work in the area. It would also apply to businesses, as they would benefit from tourism.” Another respondent stated:

“Not only is this fair and morally right, it can encourage cooperation and success. Local residents should be educated about importance of tourism and its impact on local economy and their personal life. Locals are the experts in the area and their life can be impacted by tourism. Therefore, their opinions should definitely be reflected in making decisions. They might lack the knowledge, experience and/or long term vision; informed, input provided, but not final decision.”

We can conclude from the results of Table 5 and statements of the respondents that local people input in in decision-making is essential and is consistent with the conclusions of other scholars

research (i.e., Martinez, Armando, 2008; Blackstock, 2005; Potjana, 2003; Jamal and Getz, 1995; Jamal and Stronza, 2009).

The above analyses demonstrate that all four of our developed hypotheses are supported by respondents' views. The theory of CBRM is supported, and the outcome will help protect artifacts as well as advance sustainable economic development and future entrepreneurial activities. Moreover, participants' responses show that better protection of artifacts is considered a necessity. Additionally, more information and supplementary literature regarding historical sites would be significantly beneficial. The active role locals play in decision-making is considered essential for protection of artifacts and sustainable development. Lastly, the valuable advice and insights experts in the field may provide was evaluated to be advantageous and perhaps necessary.

## **5. Conclusions**

This study applies the strategy of Community Based Resource Management (CBRM) to the tourism industry in historically rich countries. CBRM is a bottom-up model which utilizes the active engagement of local peoples in decision-making by stakeholders. The CBRM model argues that sharing power with the local community will help protect archaeological treasures and advance the tourism industry and sustainable development. Our empirical findings supported our developed hypotheses.

We developed a questionnaire and pretested it for clarity and conciseness. We disseminated the survey online and acquired a reasonably reliable database of insight, albeit with a relatively small sample size. The main limitation of our study is due to the small sample size. Therefore, we hold some reservation to draw global implications from the study. After COVID-19 is conquered and safety and stability has emerged to most, if not all, countries in the Middle-East region a larger sample size shall be collected and tested. Our hope is that people in this region soon find peace and prosperity with a flourishing tourism industry that is recommended in this paper.

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