Community Development:
Examining Key Success Factors

Khairul Hisyam Kamarudin, PhD | khisyam.kl@utm.my
By the end of this lecture, you should be able to:

• Learn from **best practices** (case study) in local community development (in relation to key success factors) – can you relate to your own experience or observation?

• Identify and access the **key success factors** of a community development (and transformation) – case of rural tourism community
What is needed for a community to be successful?

(note): and yet, the term “successful” is relative and could offer different meanings or contexts or measures to different people. Depending on how you look at it – Material achievement? Attitude transformation? Resilience? Sustainable? Fulfilment of basic needs?
From research/academic point of view......
• **Start where communities are** – the existing concerns and situation of people is the starting point of community development

• Community ownership/involvement – the community **makes and implements decisions**, and the community’s initiative and leadership is the source of change,

• People build motivation and **community capacity** through participation and active involvement in decision-making and implementation,

• Community development creates a **vehicle for people to act** on existing concerns

• The **passion and enthusiasm** of local people drives action → (Belief, motivation and commitment)

Feedback/Review
Inclusiveness – all citizens should be given an equal opportunity to be involved. Effort is required to encourage diverse sectors of the community to participate.

External facilitators and resource people are “invited in” to work with rural people. They have a responsibility to challenge and suggest, but not make or influence community decision-making.

Development activities foster leadership and entrepreneurship.

The existing capacity of people and their community need to be recognised and appreciated as well as creating opportunities for them to build their capacity.

A holistic approach is used building economic, human, social and environmental aspects of community as an interrelated whole.

“Reframing” – community development helps people redefine problems and opportunities and discover new options.

Community Development - Guiding principles
Changed attitudes and networks are as important as material outcomes.

A diversity of opinion and perspective is welcomed.

Success, no matter how small, needs to be recognised and celebrated.

Activities should be fun and social.

Not all communities are suited to, or prepared for, development activities.

Community Development
- Guiding principles
Community development:

1. **Wealthier and Fairer**
   - builds people’s ability to overcome barriers that lead to low income and unemployment
   - makes services related to employment better able to reach people and work with them
   - helps to develop the social economy – businesses that trade for the benefit of the community
   - helps groups that suffer from discrimination to have the strength to challenge it and play a full part in the life of the wider community.
2. **Smarter**

- gets people involved in learning by delivering it where people are, as part of their chosen activities
- builds skills by relating learning to real experiences
- gives people the confidence that change is possible
- builds public engagement and thus democracy.
3 Healthier

- helps communities to understand the factors that affect their health and:
  - take part in delivering their own solutions
  - participate in decision-making on health services and policies
- empowers people to take responsibility for changing their own health-related behaviour
- increases mental well-being through the experience of effective action and the building of social links.
4 Safer and Stronger

- helps people to look out for each other and their safety
- tackles problems that lie at the root of disorder and other threats to safety
- reaches out to and integrates vulnerable groups
- puts a real community dimension into community care.
Greener

- helps people to take action to improve their local environment
- ensures that regeneration improves the quality of life in communities, not just the use of land
- gives people a say in their housing conditions
- helps people to identify local actions that can help to solve global problems.
Planning principle for coastal community development
– JPBD, 2014
• Natural features of coastal area need to be protected. Planning and development of ESA particularly in coastal zone must eliminate potential risk that can harm or damage the area and human/livelihood.

• Island development need to include risk to coastal/beach posed by natural phenomena as well as the issue of rising sea level in relation to global climate change phenomena.

Balance between Economic Needs and Conservation of Environment

• Coastal area which was identified as environmental sensitive area (ESA) must be preserved due to its ecological significance, e.g. mangrove area which need to be protected for maintenance of habitat and for protection against tsunami (safety reason).

Emphasis on Safety

Planning Principles
Key elements for successful community development

A slight level of dissatisfaction – motivation and enthusiasm based on a feeling that “things could be better”

Willingness to experiment and take advantage of opportunities,

Local Leadership – committed formal and informal leaders that can enthuse and support others, foster “shared leadership”, accept criticism, and act as local champions for community development efforts,

Cultivate Allies – actively seek, inform, and network with outside supporters,

Focus on specific actions without losing sight of the “weird and wonderful”

Collaboration – a strong culture of cooperation and participation,

Work hard and stay with the process, especially when there is a setback,

Belief and expectation of self help – a belief in the future of the community and a conviction that realising that future depends on the action of community members,

(adapted from Shaffer, 1989)
Sharing of experience – case study:

- Community-based rural tourism project in Indonesia – Pelipuran, Bali
Rural Tourism

- In a simple term — “a form of tourism that took place in rural area/rural setting (village or kampong), providing jobs and income to local people and offer opportunity for vacation to customers/tourists/visitors”

- Focusing on active participation in experiencing rural lifestyle and livelihood and appreciation of local culture and nature

- Rural experience encompasses wider attractions and activities, taken place in agro-dominant setting and non-urban areas
Types of Rural Tourism

• Agro-Tourism
• Tourism stays
• Food trail (jalan-jalan cari makan)
• Cultural/Ethno-Tourism
• Sports Tourism
• Community-based Ecotourism
Desa Pelipuran di Bali
Desa Pelipuran di Bali
Desa Budaya Kertalangu, Bali
Stone Cottages of Bibury Village, UK
River Coln - green and clean
Kampung di Belanda dibina sejajar dengan parit
Unusual attractions for tourism
Sharing of experience – case study:

- Community-based rural tourism projects in Malaysia (Peruas, Raub & Royal Belum, Perak)
Best practices in rural tourism—Kampung Peruas, Pahang (learning from Chemerkau Chekas Chalet)
## Knowledge and skills in operating rural tourism business: case of Chemerkau Chekas

### Knowledge on management
- Attended business management courses
- Creating business standard of procedure (SOP) – how to conduct daily operation
- Conduct training/sharing with local youths to become capable facilitators – sharing of income with local community and tourism operators

### Knowledge on marketing
Always find new way to promote and market tourism products:
- “words of moth”
- Offering complete package (clean facilities and environment, delicious food, best hospitality)
- Using ICT (facebook, Instagram, whatsapp) to share information/package/facilities/special promo/outdoor and indoor activities, etc.

### Knowledge & skill on maintenance
- Self-maintainance / works carried out by owner or siblings (room service / electrical wiring/landscaping) – reduce costs
- Using alternative source for clean water (unlimited source of water from nearby stream) – less disruption
- Using both sources of water – from water company and nearby stream – to give different experience to visitors

### Certification
Among certificates needed to enhance tourism business operation:
1. Business registration with RoC (SSM)
2. Malaysia Financial Certificate from MOF – easier to receive government tenders (booking from HKL) to use local tourism facilities and accommodations
3. Halal certification from JAKIM (comsulsary) (also become a requirement for MOF application)
4. Bumiputera certification from MOF
5. Business license from local authority/council
6. Bank statement
Sharing: Tips for success in tourism & tourism-related businesses

1. **Affordable price**
   - Fulfil customer’s demand
   - Affordable tourism (but at a better value)

2. **Good in maintaining quality**
   - Affordable tourism (but at a better value)

3. **Healthy competition with other operators**
   - Make sure “no debt” / minimum debt/loan every time you want to upgrade facilities

4. **Innovative and offering diversified facilities and activities**
   - Always find opportunity and exposure in marketing your tourism products/services

5. **Always open the door, even there is no customer (don’t give up easily/change focus)**
   - Always find opportunity and exposure in marketing your tourism products/services

**Enhancing competitiveness**
- Can attract more people / wider groups/segments
- Affordable accommodation with 5 star quality/standard

**Enhancing service quality**
- Healthy competition with other operators
- Innovative and offering diversified facilities and activities

**Features**
- Affordable price
- Good in maintaining quality
- Healthy competition with other operators
- Innovative and offering diversified facilities and activities
- Always open the door, even there is no customer (don’t give up easily/change focus)
Dr Khairul @Analisis AWANI, 26 Januari 2017 – Komuniti dan Bandar Berdaya Tahan Bencana (Resilient Community and City towards Disasters)

Published on January 26, 2017