

MAKING POLITICAL TOURISM AS AN ALTERNATIVE MODEL FOR HAWAII INDIGENOUS DEVELOPMENT

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The current tourism business model, which is visitor-centered, shows how tourism has strong negative impacts to the host and the place. It happens in many places in the world where tourism business is run by outsiders or with outside capital, and creating conflict with local population. Political tourism is an alternative to the current business model because it looks at the business from the other side: the host-place-centered. Political tourism can be seen as the first step in "indigenizing" capitalism based on local values. The proposed model addresses subsystems in tourism business components, i.e. the transaction, transfer, and treatment systems. It suggests several strategies to make political tourism happen with reference to Native Hawaiians tourism development. It offers some lessons that can be applicable to other places in Asia and the Pacific.

alternative tourism, political tourism, Native Hawaiian

INTRODUCTION

Tourism has increasingly been one key factor in determining regional development policy (Giaoutzi and Nijkamp, 2006). On one side tourism brings in revenues for businesses and people in tourist areas, but on the other side there are some issues with regard to the impacts of tourism on social, cultural and environmental aspects in the locality, especially when we talk about mass tourism. Thus regional development policy needs to be formulated in such a way that the balance between positive and negative impacts of tourism on the locality is maintained. This necessitates the understanding of existing tourism business model, finding the weaknesses in the model, and formulates strategies to avoid those weaknesses. Understanding how the system works, what institutions involved in the business and what values underlying the development practice in a locality is a process of local endogenous development that will bring transformation and more benefitting the local populations.

This article explores an idea of establishing an alternative model for tourism, which is more host-place oriented, in a place where local indigenous population are being left out in tourism development, or becoming the recipients of negative impacts from mass tourism. The alternative tourism suggested in this article is political tourism, which is defined as a culturally appropriate form of tourism and its practice, based on traditional values of the host culture. It focuses on attracting a select audience whose active participation is expected for maximum benefit. By participating in political tourism, visitors can be expected to assist community organization create a network through personal and professional contacts which will eventually contribute to the sustainability of the organization and the host culture.

The methodology used in this study is being descriptive and exploratory. It will first describe the existing tourism business model, assess the components of that business

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model and define the relationship between those components. Then it will explore strategies to make political tourism happens through visioning and identifying institutional capacities necessary to fulfill that vision. Lastly, it will look at the enabling conditions for this alternative tourism from policy point of view. This method is applied on the case of indigenous tourism development in Hawaii, focusing on the development of alternative tourism by a non-government organization in Wai'anae community, which is not only a community based, but also having a political standpoint. There are some lessons that can be learned by other cultures or other countries in Asia and the Pacific that may experience similar conditions that happen in Hawaii.

Conceptual Framework

The current tourism business model, which is a visitor-centered or visitor-oriented model, shows how tourism has strong negative impacts to the host and the place. In this model, businesses doing everything they could to satisfy the desires of customers without adequate attention for the host and their culture. In the case of Hawaii, a study by Sustainable Study Tourism Native Hawaiian Advisory Group for Hawaii State DBEDT project called Planning for Sustainable Tourism in Hawaii (Apo et al, 2003) gives several accounts about the impacts of tourism on Native Hawaiians. The report believes that the majority of Native Hawaiians do not fully embrace the prevailing business model of corporate tourism as generally contributing to the betterment of their conditions. This is expressed by feelings that the industry's growth has contributed to a degradation of cultural values; compromised cultural integrity; diminished the presence of Native Hawaiians in the visitor centers; devalued their sacred places; and seriously compromised the sense of place, Waikiki is the example.

Political tourism can be seen as the first step in "indigenizing" capitalism based on local values. Visitors who come are coming to navigate the future by building political alliances. Dual transformation for the host and the visitors will progress during and after the visit in a form of reciprocal interaction in a network created. The visitors are expected to be transformed after reminded the importance of connection to land and the exposure to the real –life picture of socio-economic conditions of the place.

Political tourism is an alternative to the current business model because it looks at the business from the other side: the host-place-centered. Furthermore, it is becoming political since there are political stances that the host carries. First and the foremost is the host considers tourism as a sharing cultural experience, not a capital accumulation activity. Second, the host is in the lead in carrying on local tradition. The third, the host holds the mission to promote and strengthen local economy. This article will elaborate more the strategies to make political tourism as an alternative business becomes reality. The components of tourism business will be discussed beforehand to provide a better understanding of the system.

FIGURE 1 Hawaiian Cultural Practitioner



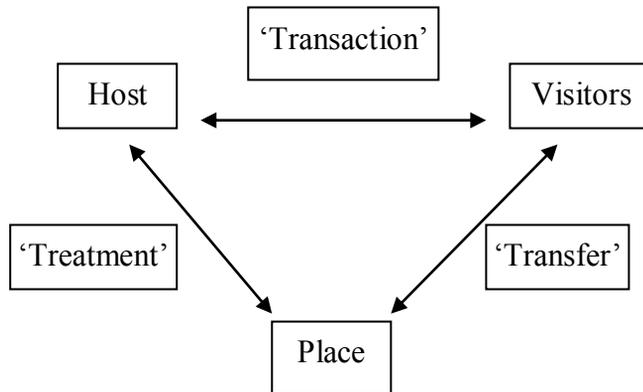
Source: Author

Components of Political Tourism Business

Expanding the concept of Host – Place – Visitor brought by Peter Apo et al (2003), the tourism business system can be divided into two systems: the core elements and the relationship between those elements. The core elements of this system have been three-folds: the host, the place and the visitors. The host of the proposed political tourism is a private non-profit organization that serves as a cultural practitioner of the Hawaiian value. The place in particular, is a site that has cultural importance in the history of the island, and in general is an island that has traditional culture and values that are preserved. The potential visitors are academics, local people who want to regain the Hawaiian tradition, and cultural learners from all over the world.

Each element in that system interacts with each other and creates other subsystems which reflect reciprocity. The host interacts with the place in a way of caring or “treatment”, i.e. the land take care the people who live on it and the people are caring for the land that feeds them. The host interacts with the visitors in a way of exchange or “transaction”, i.e. the host shares its culture to the visitors and the visitors give contribution to the host to maintain the culture as an exchange. The place interacts with the visitors in a way of “transfer”, i.e. the visitors travel to the place to gain experience and the place offers knowledge to the visitors. Both the interactions between host and visitors and between place and visitors are expected to transform the visitors into persons whose aware of the importance of land and culture, and will extend the knowledge and experience gained to a wider network and build political alliance to support it.

FIGURE 2 Tourism Business Components



Each subsystem created from those interactions needs a medium to facilitate them to interact. Hawaiian culture/values to take care of the land will facilitate the reciprocal treatment of the host to the place and vice versa. A marketplace will facilitate the transaction made between the host and the visitors. Nodes will facilitate the travel of visitors to the place, or the delivery of place to the visitors. Each of the interaction above will be discussed here.

The 'Treatment' System

The treatment of the place is already embedded in Native Hawaiians culture, or as Cazimero depicts:

"Bred in every Hawaiian soul is the deep love for the 'aina'- the land of Hawaii. The spiritual connection with the aina is one of respect for the sustenance received from the land. 'It feeds us...it sustains us.' Land was not viewed as property. Land was valued as a cultural asset." (Cazimero, 1993)

The value and belief system gives the basic foundation for Native Hawaiians to take care of the land as the land take cares of them. Examples of Hawaiian values are (Minerbi, 1999, p. 211):

- Mana'oi'o (faith, respect for nature)
- Kapu and noa (sacred and profane)
- 'Ike (knowledge)
- 'Aina (that which feeds)
- Lokahi (unity, balance, harmony)
- Malama 'aina (caring for the land)

Hawaiian indigenous land management approach (the ahupua'a system) is compatible with the way to access the resources of the land and the sea, to permit an 'ohana (extended family) and an aloha 'aina (love of the land) based lifestyle in the rural areas.

The practices of the last three values outlined above should be mentioned here, which reflects the attitude and behavior of Native Hawaiians to conserve the nature. 'Aina relates to the concept of aloha 'aina, that is love of the land, reverence for all living things, where earth is considered as a nurturing mother, and 'aina is the living entity because of the life force of the gods. Under the lokahi principle people are part of nature, where nature brings the ecosystem back into equilibrium after disturbances and people's effort

to remain in a harmonious relationship with nature. Chanting and hula is a way to depicting nature. Embedded in malama 'aina principle is that sharing and exchange of the fruits of the land and the sea, and those who ate food from taro garden or fishpond is responsible for land management. Moreover, people are not so much from a place, but they are 'of' a place because of the intimate connection or genealogical descent with the spirits of the place.

The 'Transaction' System

The term transaction system can have two meanings, first seen as a business idea that involves a financial deal, or as a form of personal relationship without a financial aspect. Transaction as a business idea is very obvious in the tourism industry as visitors are engaged in a transaction provided by the other party before or during their visits to the place. Transaction as a personal relationship in this industry is not too obvious since this interaction between visitors and their hosts is undetectable unless hosts' or visitors' personal accounts are disclosed.

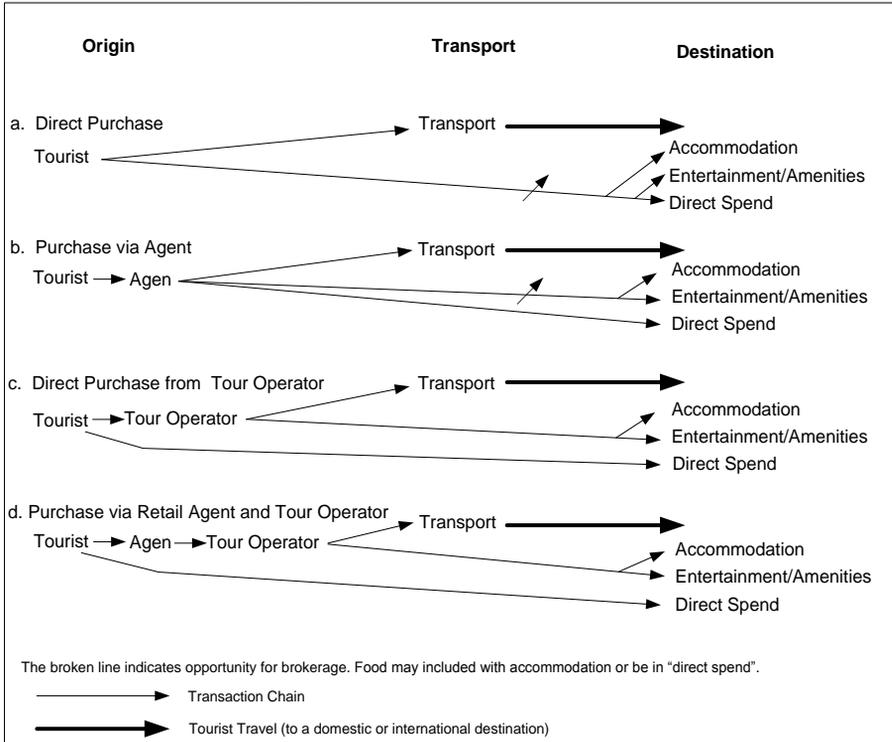
To understand how the transaction system in tourism business is established we need to look at the four types of tourism transaction chain, as shown in the figure below. The subsystems that involve in this transaction chain beside the visitor and the host are travel agent and tour operator.

1. Direct purchase is the first type. In this type tourist makes a direct purchase for transportation, accommodation, entertainment or amenities, and direct spend in the destination, however there is an opportunity for brokerage in providing for those services.
2. Purchase via agent, where tourist goes to travel agent in their origin to purchase transportation, accommodation, entertainment or amenities, and direct spend. In this type that travel agent might use a broker to provide for accommodation and entertainment or amenities that the tourist wants to buy.
3. Direct purchase from tour operator; where tourist goes to tour operator that sells a tour package and tourist just needs to worry about the direct spend.
4. Purchase via retail travel agent and tour operator, where the transaction chain is extended, since tourist deals with travel agent to discuss the travel and travel agent deals with tour operator that provide for the package, and tourist just needs to worry about the direct spend.

The transaction system is built within the role of travel agent and tour operator and illustrated by Page (1994) as this: travel agent comprises a one-stop location for tourists to buy tourism services. The packaging of these services by wholesalers (tour operator) reduces the tourists' transaction costs of purchasing each item individually. The travel agent normally receives 10% for a sale marketed by the tour operator, but the overall cost to consumer is lower than arranging the same components independently since the tour operator is able to reduce the number of transactions involved through wholesale purchasing and entering into long-term contracts with the suppliers of accommodation and transport carriers. Thus, this brings benefits for tourist with fewer prices, and also to suppliers since intermediaries and brokers in the chain are eliminated (p. 105-6).

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FIGURE 3 Four Types of Tourism Business Transaction Chain



Source: Witt et al., in Page 1994, p. 104.

The transaction seen as personal relationship between hosts and visitors can be developed based on the principle of reciprocity (uku). The reciprocity between hosts and visitors can be built when there is a mutual respect that both sides have power (mana). In the current business model only visitors that are considered as having mana, since they have the capital that makes them able to travel. Revising this model means that visitors are also aware that the hosts of a place that they visit have the power over that land and respect them. The understanding of this new picture can be developed true protocols or code of behavior for both visitors and hosts. Awareness of the mana that both sides have will lead to the kuleana (responsibility) that each of them must perform.

The concept of transaction as personal relationship goes along with the paradigm that institution such as Best Enterprises for Sustainable Tourism (BEST) uses. Once the transaction between the host and visitor is established, what follows is the interaction between them. There are common values that can be agreed upon regarding this relationship, they are (BEST, 2003):

1. Mutual respect that works two ways, which will enable the increase of the level of mutual understanding between hosts and visitors.
2. Balance and harmony; visitors and residents should not take from the community without giving something back.
3. Empowerment, to ensure that all voices are heard to invite participation, thus community will benefit from development.

4. Recognition; visitors and residents learn each other cultures through music, art, stories, etc.
5. Ethics that visitors will take home and might apply.
6. Responsibility in treating each other with respect, taking measures to protect and preserve the environment and the integrity of the place.

In order to make the new transaction system takes place there has to be a marketplace that provides information about the place and the host so that visitors can come and make the transaction. If we look at how transaction chains are formed in the tourism business, the marketplace must be brought virtually in front of the consumers in order to intercept the chain, and information technology plays important role in creating this virtual marketplace. More discussion about this is given later under the heading of strategy.

The Transfer System

The transfer system between the visitors and the place has two components, the first is the delivery of the object from the place to the visitors, and the second is the transportation of the visitors to the place. Object is delivered to the visitors in a form of knowledge or understanding or even epistemology of the place. It could be transferred to the visitors as a pre-arrival material or during the course of the visit to the land. The intention is to introduce the place and stimulate visitors about what features that they are going to experience in this land. The pre-departure material can be transferred to the niche markets using information technology such as website or printed materials. The emphasis of those promotions is just to give a flavor of the place, and the markets are encouraged to taste the whole experience by coming to the place. In terms of preserving the cultural values of the land, along with the promotions, the values attached to ho'okele are introduced to these target groups.

The second about the transportation, there are couple ways to transport visitor to a place, and particularly for an island like O'ahu, by air or by the sea. For both ways, the structure of the business comprises:

- Air/sealines
- Air/seaports and providers of traffic facilities
- Aircraft/ship manufacturers
- Consumers
- Third parties, such as government agencies

In the case of the airline business, Shaw (1982 in Page, 1994: 122) identifies the structure for airline companies in the USA as follows:

1. The majors – earning in excess of \$1 billion per annum
2. The nationals – based on a regional network
3. New entrants
4. Small regional and commuter airlines, which provide the short-haul link-ups with the majors, to feed into their networks.

What most important to think about in the transport system for tourism is the land-based transport system. The high-spending markets require good-quality transport links (air and sea) and a coordinated and efficient transport network. Visitors rely upon land transportation to provide air/seaport transfers to resort, and transports to tourist attractions and sightseeing. General issues that highlight tourists' expectation and the maintenance

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of service quality include: convenient and comfortable air/seaport transfers vehicle; reliable sightseeing tours; and infrastructure to support independent travel by tourists.

If we talk about a transfer system, there are three components in it: gates, nodes, and networks. These components could be in an abstract or concrete form. Gates or terminals are the place where visitors start and end the travel. Nodes are intermediate points in the network that link between gates, and the networks itself is the linkages that are built between gates and nodes. In terms of the transfer system that we want to build where the knowledge about the place will be transferred to the visitors, the information system technology also plays important role to realize it. Meanwhile, the discussion on transportation system will not be sufficient here since we need to conduct technical analysis about the current transportation industry, until we can find out what are the alternatives for the current industry.

Strategies To Make Political Tourism Happens

The proposal to run political tourism as an alternative business would not be complete and useful if we don't have strategies to implement it. Moreover, the main contending question is how to make that happens in a way that doesn't lead to negative outcomes as many associated with tourism. This part tries to approach the issue by outlining strategies that will help the host to start the process of planning the strategic plan. This includes strategies for internal of the organization as well for the external, where collaboration with other institutions should be established. Since these strategies are sequential it is important to start with a more abstract concept of looking at the tourism system using the reversed angle, as the foundation. After that it is necessary for the organization to reaffirm its political stance, since it is the product that they are going to sell under the so-called "political tourism" business. Then the organization needs to develop their institution that will be capable to carry on this business. Next, supporting facilities must be prepared by the organization, which includes hardware and software for this business. Finally, the state and county policies regarding tourism development should be analyzed to see how those external factors enable the development of political tourism.

1. Looking at the big picture

The current business model, as mentioned, has undermined the importance of place and the host, which then marginalizes the host from the place. This happens since this business model makes the visitor as the most important element of three elements of tourism experience. In the rush to accommodate the visitor's every expectation, the model is willing to sacrifice the place and the goodwill of the host community for the short-term benefit of the visitor. The preferred business model is "a model that makes preserving the dignity and cultural landscape of the place as the most important element" (Apo et al, 2003). Such model is more sustainable since it preserves the goodwill of the host by celebrating the place and maintains the market value of the place by preserving its cultural uniqueness. But what is exactly the so-called "such model?"

The mainstream format of tourism business is driven by the motive of accumulating wealth (Figure 3). This motive shapes the destiny of local business player to decrease. But if we change the motive, as shown in Figure 4, into a business that guards traditional values by keeping the subsistence level, we would have a different path for that business.

Thus, the so-called “such model” that will be sustainable is not just a model that preserves the goodwill of the host to celebrate the place based on local values, but also that prevents the business from the control of “big capital” since it will take away the business from locals.

FIGURE 4 Mainstream Tourism Businesses with Wealth Accumulation Motive

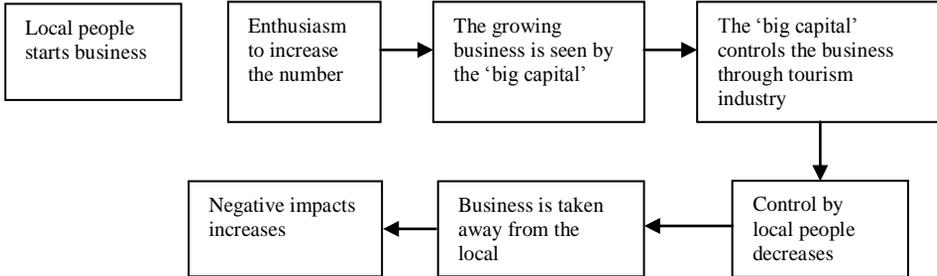
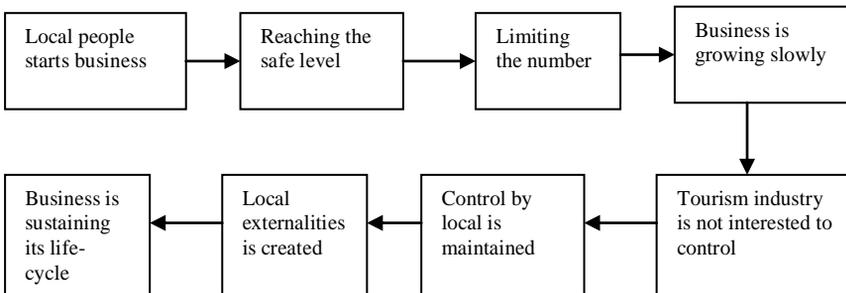


FIGURE 5 Alternative Tourism Businesses with Keeping Subsistence Level Motive



2. Defending political stance, regaining the mana

Understanding the above picture requires the next step by the host of political tourism business. Product of this political tourism is the values, or ideas of non-capitalism, non-commodification of land, and local subsistence. Therefore as the host, the organization must defend its political stance that promotes those values. The host would want to limit the number of visitors coming to the place in order to maintain the business scale, rather than increase the number of visitors to make more benefit but risking the business to be taken over by tourism industry. By doing this, the organization reaffirms that what they are doing is not to accumulate capital, but to share cultural experience to others.

The second thing that the organization would want to do is reshaping the name and the image of the place. The image of Hawaii in general has shifted from the image of the land of aloha with the host’s hospitality as the main attraction into an island with sophisticated fancy beaches like Waikiki. There is a big gap between the perception of Native Hawaiian about their land and the image of the island as captured by visitors due to mass tourism industry. It is very important for cultural practitioners to revise this misperception by promoting and reinforcing the traditional Hawaiian values such as those that have been discussed earlier. Reinforced Hawaiian values will help the Native Hawaiian to regain the mana as the source of dignity.

3. Institutional development

This institutional development is meant as part of the business development plan that the host should have.² Type of organization to support the mission needs to be defined, in terms of structure, personnel, function, etc. A description of the organizational structure should address the chain of command or supervision and the member of personnel under each type of position. Regarding personnel, an overview of the expertise and accomplishment of the principals on the management team should be highlighted, and the management team should reflect the complementarity of skills important to manage a particular business.

4. Supporting facilities

As indicated in the previous part of this section, there are facilities that need to be prepared to support the operation of political tourism. They are related with the 'transaction' and 'transfer' systems discussed above.

Web-based marketplace for transaction

In this information age, there is no other way but using the internet to improve businesses. As was indicated by Pollock (1993), three powerful forces driving the information revolution in tourism are: customer, corporate global environment and technology. Keys to success according to her are:

- Get close to the customer and stay close ("age of intimacy and commitment").
- Invest in information technology.
- Become techno-literate.
- Commit to a process of continuous innovation.
- Seek out strategic alliances.

In order to make a virtual marketplace that will tap travelers to visit the place without engaging with the tourism transaction chain, then the host should invest in information technology, creating and maintaining a website and involved in a virtual alliance of cultural practitioners or alternative tourism (People's Global Exchange is one of many NGOs that started alternative tourism couple decades ago).

Gates and nodes to start and terminate the travel

As part of the package designed for the tour, the host must also determine when and where the 'political tour' want to start and finish. It has been mentioned before that one of the outcomes of this tourism is the transformation for both the visitors and the host, and since it involves introduction, engagement with the place and post-visit activity, it is a long-term process in nature. Visitors will not suddenly be transformed right after the visit, but it will take a while to absorb the values exposed to them before they have effects on the attitude and behavior. With this bearing in mind, the political tour to the traditional Hawaiian values is not started when visitors land in Oahu, but starts as soon as the visitors know about this tour. And the end of tour is not when the visitors get off the island, but probably a long-life interaction between the host and visitors will come out, that makes it an endless journey. Again, the internet will be the most effective and

² See Guyette, 1996, pp. 144–159 for fuller account of business development plan.

efficient way to make the introduction about the tour to wider market, as well as for post-visit interaction between the host and visitors. This makes the website of the organization as the gate for this political tour, and the airport as just an intermediate point of the tour.

Enabling Conditions For Political Tourism On Oahu

To make political tourism as an alternative tourism in Hawaii a reality, and if it's going to be operated in Wai'anae area, we need to look at the policy of State of Hawaii or City and County of Honolulu toward the issue. Although it is not literally mentioned that both entities endorse the idea of political tourism, however there are several conditions that could enable this vision to prevail. Hawaii State Department of Business, Economic Development and Tourism (DBEDT) and Hawaii Tourism Authority (HTA) have discussed strategies for tourism in recent studies, and the City and County of Honolulu also has provided similar thing under the sustainable communities planning project for Wai'anae area. Both of them bring opportunity for the implementation of proposed alternative tourism.

The State of Hawaii Policy

In the Repositioning Hawaii's Visitor Industry Products (DBEDT, 1998) strategies for the new tourism environment are outlined. To meet the changing demand of visitor markets, Hawaii needs to expand its product offering, in ways which would enhance the primary attributes. The state efforts have focused on: health tourism, ecotourism, cultural tourism, sports tourism, education tourism, and business travel. As part of the efforts, a Strategic Tourism Forum was held in October 15-16, 1998, where several recommendations for different market segments were given. The recommendation is to work with wholesalers to develop new creative products that incorporate:

- Outdoor activities such as trekking and ecotours (following the success of Switzerland's flower trail program).
- Self-healing and health treatments such as lomi-lomi massage, mud packs and seaweed wrappings.
- Education programs through University of Hawaii, offering three-day classes on different aspects of Hawaiian culture, medicine, language, and cuisine. An outdoor school should be established, taking advantage of the climate, to promote Hawaiian culture.
- Educational tours which blend shopping with education (Hawaiian culture or natural environment).

According to Travel Scope survey (Shaw, 1998), visitors to Hawaii are:

1. Affluent, members of clubs, educated, and are more likely to own cellular phones and computers at home.
2. A very active group, participating in four or more activities on each trip compared to two activities per trip for other travelers.
3. Above average in their participation of outdoor activities, visits to historical museums, golfing, commercial parks, cultural events, dancing and shopping.

Also the markets that have potential growth are educational travel, intergenerational travel, adventure travel, historic/cultural travel, business travel with children, and Asian-American, Hispanic and African-American travelers. Moreover, historical and cultural travelers have the characteristics of shopping more, spending more, staying longer, flying more often, and more likely to include multiple destinations in their travel. Therefore, this

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niche market is very potential for Hawaii to develop, and Ka'ala is one of the place where historical and cultural heritage can be offered. Marketing Ka'ala Farms as the cultural, historical and adventure experience to travelers is in line with the recommendation made by Travel Industry Association of America (TIA).

Following the assessment of socio-cultural impacts of tourism on Native Hawaiians, the recommendations made by Apo et al (2003) to the State of Hawaii are as follow:

1. Provide dedicated funding to the Native Hawaiian Information Alliance – a non-advertising driven media program that seeks to connect visitors and local people with genuine Native Hawaiian cultural experiences.
2. Establish by statute a Cultural Landscape land classification or zoning district that would serve to protect important cultural landscape communities with design codes, population density limits, historical preservation designations, and other processes that would prevent the obnoxious and inappropriate intrusions on the cultural and social landscape of so classified communities.
3. Provide dedicated funding for the development of community-based day tourism as an alternative economic development business model.
4. Provide dedicated funding for a cultural resource inventory grants program that provides financial support to community organizations of State/City agencies to develop a statewide mapping database of each community's cultural resources that would include historical sites, important native landscapes, wahi pana (sacred places), historic buildings, trail, waterways, shoreline environments.

All of the above recommendations are actually something that would be useful for any non-profit organizations in Wai'anae to run political tourism business, since in that area important cultural landscapes for the Hawaiians can be found.

The City and County of Honolulu Policy

If we look at more detail of the plan that City and County of Honolulu endorse for Wai'anae area, there are principal land use policies for Wai'anae area as outlined in the Wai'anae Sustainable Communities Plan (City and County of Honolulu, 2000). The policies are as follows:

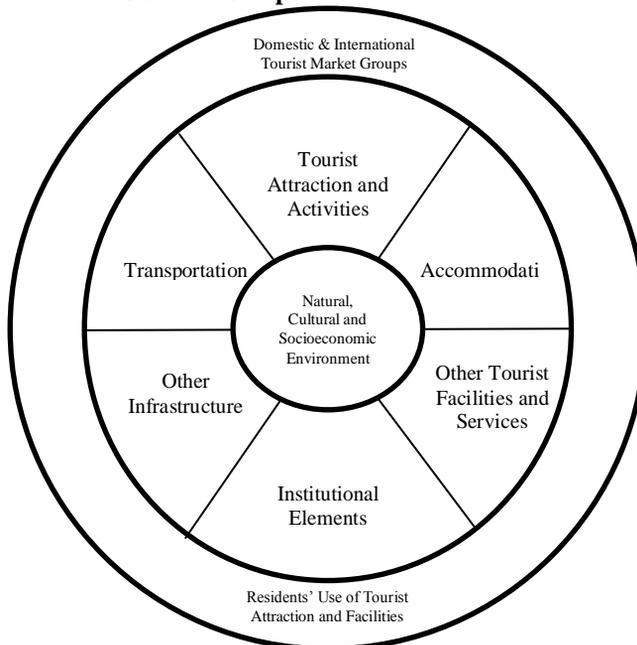
- For preservation of open space: preserve and protect open space and scenic beauty
- For preservation of coastal lands: no new coastal development makai of Farrington Highway and pursue opportunities to acquire coastal properties to return these lands to public use.
- For preservation of mountain forestland: preserve and protect mountain forestlands in their natural state and work toward the restoration of endemic and indigenous forest plant and animals.
- For preservation of streams and stream floodplains: establish stream Conservation Corridors and establish minimum in-stream flow standards for the district's perennial streams.
- Preservation of historic and cultural resources: preserve and protect major concentration of cultural sites and other scattered important sites.
- Preservation of agricultural lands: establish a firm boundary for Important Agricultural Lands and provide zoning and tax incentives for people to farm the land.
- Residential land use: no increase in lands designated for residential use and no permission shall be granted for encroachment on agricultural lands.

- Commercial and industrial uses: encourage locally owned commercial and light industrial businesses.
- Commercial centers and gathering place: establish a phased development program for commercial centers and gathering places.

This community plan does not mention anything about tourism in the area, perhaps since Wai'anae is not considered as the regular tourist attraction according to the standard of tourism industry. However several policies regarding preservation of certain sites in the area would benefit the implementation of political tourism as an alternative business. Meanwhile, the tourism development plan for Wai'anae area also needs to be generated in order to give a fuller account of tourism business for that area. There are several model of tourism development that promotes the idea of sustainability, and the WTO Sustainable Tourism Development Model is one of them (Inskeep, 1991, in McIntyre, 1993).

According to this model tourism development planning provides the opportunity to improve the total community rather than improving one part of the community at the expense of others. The tourism plan of this model puts natural, cultural and socioeconomic environment at the center of attention, surrounded by six components: tourist attractions and activities; accommodation; transportation; institutional element; other tourist facilities and services; and other infrastructure. The residents' use of tourist attractions and facilities and the domestic or international tourist market groups are located at the outer circle of those components. The components of tourism plan of this model are illustrated in the figure below. Citizen's input is influential in this planning process especially in examining alternatives and selecting preferred alternative, and also in developing strategy to reach goals. In the case of Wai'anae community, one must figure out first whether the community is prepared for it.

FIGURE 6 Components of a Tourism Plan



Source: Inskeep, 1991, in McIntyre, 1993, p. 42.

Concluding Remarks

It will be a big decision for any institution such as non-profit organizations to decide if they want to engage in a political tourism. It is not a type of mainstream tourism; it is an alternative tourism. It doesn't have a vast market, but it has its niche market. It will take a long time and hard work for preparation, but it is a model that will preserve and promote the traditional values. There is no guarantee that this model will prevail since there is no other place that has operated this type of tourism. However, if there is an institution that is willing to try then the ideas outlined here can be used to plan and develop strategies to make it becomes reality.

The first thing an organization needs to do is to decide whether or not they want to undertake a tourism venture. Once this decision is made, the organization needs to consider three things:

1. What type of tourism will the organization feel the most comfortable engaging in?
2. How involved does the organization want to be with the tourism/ alternative tourism industry?
3. Who will be the target audience and market for this tourism venture?

These decisions will form a foundation to which the organization can potentially form a way to sustain their culture, community, and financial security. Other aspects of a tourism venture need to be considered, but this will provide a starting point for organizations in the early stages of community based economic development.

Political tourism model proposed in this article provides one option to an alternative tourism endeavor to achieve community based economic development or place-based tourism. This article touches on the initial questions and concerns an organization will potentially encounter. Similar questions or concerns may be applicable in developing similar alternative tourism in other countries where indigenous population is not a major player in tourism development. This alternative tourism may be an influential factor in endogenous regional development.

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