

CONSTRUCTED ENVIRONMENT AS A CATALYST FOR TOURISM EXCELLENCE AND STAKEHOLDER ENGAGEMENT IN NORTHEAST INDIA

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Abstract: In light of prevailing industry trends, the growing popularity of tourism, emerging regional challenges, and evolving policy frameworks, the constructed environment is examined as a practical and strategic foundation for advancing sustainable tourism development in Northeast India. This study emphasizes the role of the constructed environment in delivering performance excellence across the region's tourism sector. Grounded in a comprehensive review of Scopus-indexed literature, the research is guided by two primary objectives: first, to analyze the contribution of the constructed environment to tourism development in Northeast India; and second, to assess stakeholder awareness and engagement in regional tourism initiatives. A descriptive research design was adopted. Primary data were collected from 2,469 tourists across 29 selected destinations, while stakeholder perceptions were evaluated using an Opinion Synthesis Matrix. Analytical modeling was conducted using SPSS to assess the fit, validity, and feasibility of the proposed conceptual framework. The findings confirm the feasibility of the proposed model, as evidenced by multiple fit index criteria, demonstrating its practical applicability from the tourists' perspective. Insights derived from the Opinion Synthesis Matrix further highlight the need to align stakeholder strategies with tourist expectations to sustain tourism development through improvements in the constructed environment. The study underscores the necessity for greater stakeholder attention to deficiencies in both tangible and intangible components of the constructed environment across destinations. By systematically identifying existing gaps, the research provides a basis for corrective interventions and enhanced stakeholder awareness. A key contribution of this study lies in strengthening both the conceptual understanding and practical implementation of constructed environment principles among diverse tourism stakeholders, thereby supporting more sustainable and performance-driven tourism development in the region.

Keywords: Constructed Environment, Stakeholder, Model Fit, Opinion Synthesis Matrix, development

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INTRODUCTION

Tourism has emerged as a significant area of academic inquiry and global research interest (Sofronov, 2018; Jangra et al., 2021). In addressing the diverse challenges and opportunities within the tourism sector, the concept of the Constructed Environment (CE) has gained prominence as a critical analytical framework (Zimik et al., 2026). While the CE has already demonstrated notable influence across tourism-related industries, this study aims to deepen scholarly engagement by systematically evaluating its potential and practical applications. A distinctive contribution of this research lies in its focus on stakeholder perspectives—particularly those directly involved in tourism—highlighting the necessity of integrating their insights into development strategies (Zimik, 2026).

The study undertakes a focused examination of Northeast India, a region of strategic importance due to its geographic, cultural, and ecological diversity (Jamir, 2024; Tasung, 2024; Nath & Saikia, 2025). By considering both tourist expectations and their implications for quality of life and regional development, the research adopts a comprehensive and context-sensitive approach (Donaire et al., 2024; Font & McCabe, 2017; Alsaloum et al., 2024).

The CE framework, encompassing both tangible (infrastructure, architecture) and intangible (cultural practices, policy environment) dimensions, is employed to explore innovative and conscious strategies for sustainable tourism growth. A notable strength of the CE lies in its capacity to integrate advanced technologies and forward-looking strategies—components that are essential but often underutilized in traditional tourism planning (Zimik & Barman, 2025). By illuminating the multifaceted role of the CE, this study aims to provide actionable insights that enhance tourism development in Northeast India, fostering competitiveness with more developed regions while promoting sustainable and inclusive growth.

Background

Although the Northeast region of India constitutes only about eight percent of the country's total area; tourism has proven to be a key contributor to the regional economy (Ahmad et al., 2026). This prominence is largely attributed to the

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region's abundant natural resources, rich cultural diversity, and a wide range of tourism trends that continue to evolve. Figure 1 show the selected 29 destinations in northeast India selected for the study. However, the region also faces persistent challenges, including prolonged monsoon seasons and complex geographical terrain, which have hindered consistent tourism growth and infrastructure development. Despite the increasing inflow of tourists and rising investment interest—which have catalyzed growth in tourism and related industries (Nguyen, 2021; Rasool et al., 2021)—there remains a lack of focused research addressing the infrastructural shortcomings and identifying optimal strategies for policy-making and investment.

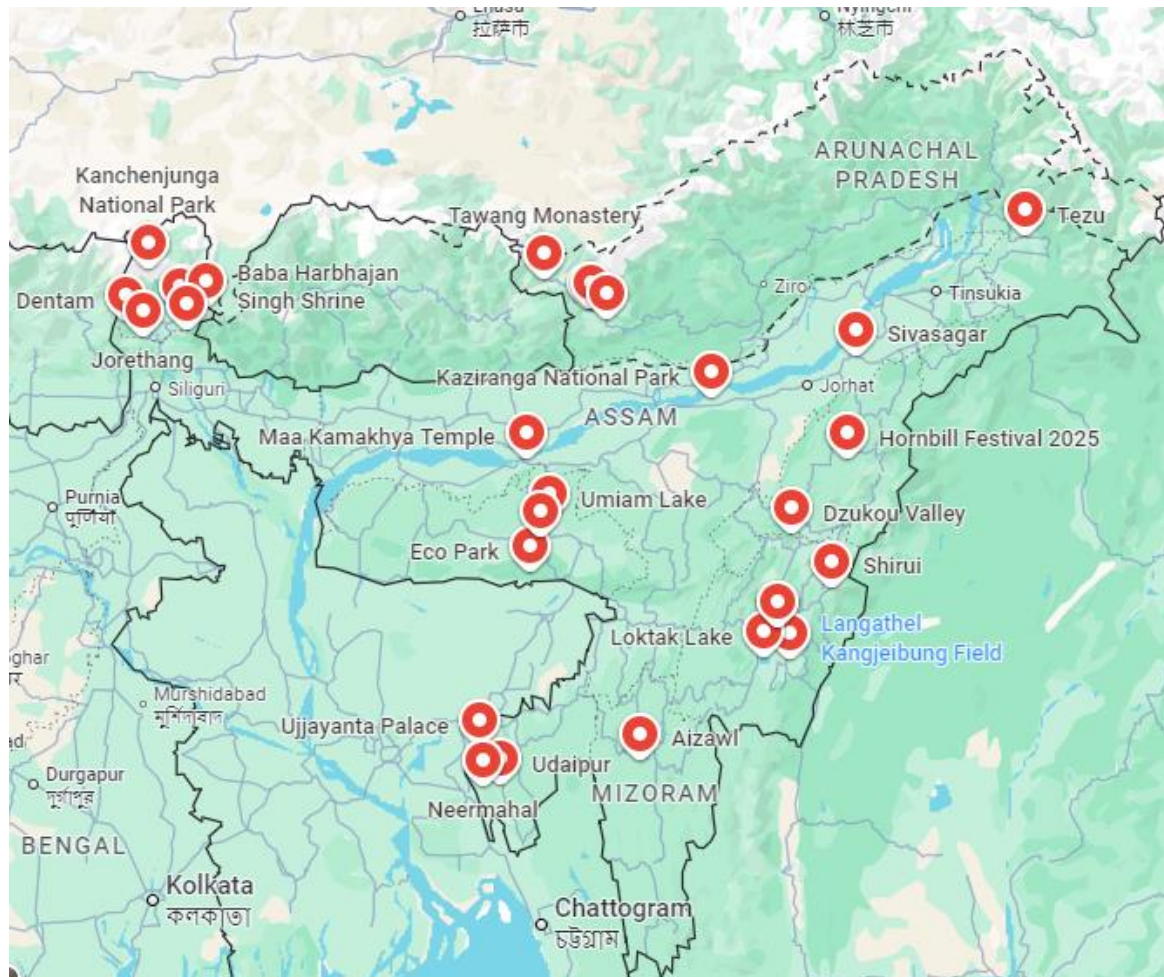


Figure 1. Selected 29 Destinations in Northeast India (Source: Compiled by authors; image sources accessed via Google Images in 2026)

The absence of a clear framework for sustainable development limits the potential of the tourism sector to operate efficiently and achieve long-term growth. To bridge this gap, the present study selected 29 representative tourist destinations across the region for in-depth exploration. These sites were analyzed to better understand their current status, infrastructural needs, and the potential of targeted policy interventions to enhance tourism performance and regional economic development.

LITERATURE REVIEW

To support and strengthen the research framework in the field of tourism, a systematic approach was employed. Data were collected from the Scopus database, which served as the primary source for identifying scholarly contributions related to tourism (Timur et al., 2025). The collected data were then processed using VOSviewer software to generate a comprehensive bibliometric analysis. This approach provided a broader perspective on existing tourism research, highlighting thematic concentrations and identifying potential gaps that the current study aims to address (Beegum & Aboobaker, 2026; Kaldeh et al., 2025). A key insight emerging from the review is the urgent need for a well-defined and integrative conceptual framework that encompasses the diverse facets of the tourism industry in the region. Various research contributions indexed in Scopus were critically examined to inform this framework.

For instance, Feng et al. (2024) emphasize that tourist demand is closely linked to the structure and efficiency of the tourism network. Their study applies trend flow analysis and the spatial mismatch index to illustrate demand distribution patterns. Similarly, Wang et al. (2024) employed the DPSIR model, concluding that a thriving tourism industry requires robust inter-sectoral support. In parallel, studies in green tourism management have gained momentum. Qasim et al. (2024) conducted extensive empirical research, collecting and analyzing substantial data to evaluate the effectiveness of sustainable tourism practices. These studies collectively inform the present research, offering foundational insights for further exploration and application in the context of Northeast India.

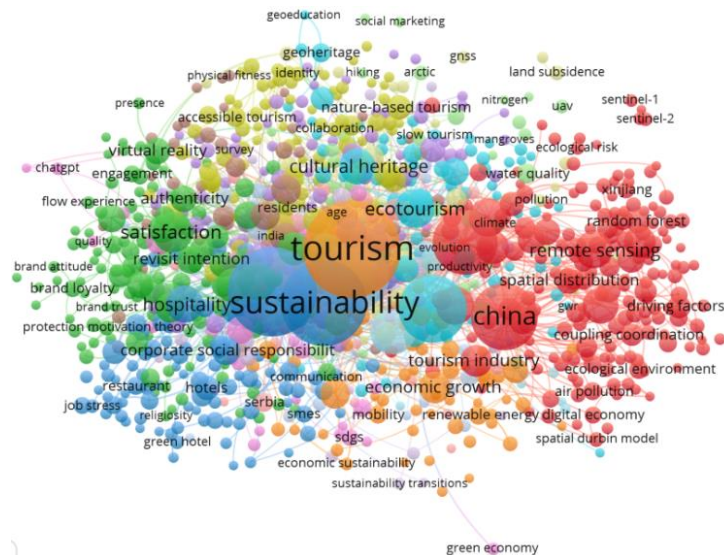


Figure 2. Research Contribution in Tourism Industries (Source: SPSS report from Scopus Data Base)

To align with the selected study area, Abidin et al. (2024) identified eco-tourism as a sustainable and effective strategy for improving community welfare, particularly in low-income regions as shown in Figure 2.

Their study employed the QSPM to prioritize actionable initiatives. Similarly, Ahmad et al. (2024) examined the impact of tourism on local communities and well-being using a combination of NVivo software for qualitative data analysis and the SWOT matrix framework, supported by an interview-based methodology. Recognizing the growing importance of intangible assets in tourism development, Tonini et al. (2022) emphasized the role of digital and social technologies as powerful marketing tools. Their study demonstrated how visual and digital media can significantly enhance tourism appeal and industry engagement. In an effort to move beyond traditional frameworks, Ajmera (2017) integrated the TOPSIS and MADM methodologies to overcome the limitations of conventional SWOT analysis.

His findings revealed that incorporating new technologies and adaptive administrative models offers an ideal path for tourism development. Stakeholder awareness and commitment to infrastructure development—supported by effective policies and strategic investments—are essential for sustainable progress (Sautter & Leisen, 1999; Alvarez, 2025; Tran, 2025). Tourist demand is dynamic and constantly evolving, requiring destinations to manage their systems with heightened attention, responsiveness, and proactive engagement from host stakeholders (Bisht et al., 2025; Christou et al., 2025; Nicolau, 2025). Despite these advancements, a review of the literature revealed a clear gap: no significant research to date has addressed the implementation and potential of the CE concept within the context of Northeast India. This gap justifies the need for further investigation, forming the basis for the present study's focus on CE as a strategic framework for sustainable tourism development in the region.

Objectives

1. To analyse the role of the constructed environment in facilitating tourism development in Northeast India.
2. To assess the level of awareness and engagement among various stakeholders involved in tourism development within the region.

METHODOLOGY

Figure 3 portrays the methodology steps adoption of the research design, formulated in response to the objectives identified and the gaps observed in the existing body of literature. A mixed-methods approach—comprising both quantitative and qualitative techniques—was employed to ensure a comprehensive understanding of the research problem. Primary data were collected from tourists who had visited 29 selected destinations across Northeast India with 2462 respondent for the analysis. This data collection aimed to assess the current status of the CE from the perspective of end users—tourists. Their opinions, based on past visits and comparative experiences with other destinations, were instrumental in evaluating satisfaction levels and the perceived economic and non-economic benefits of tourism infrastructure (Yuan et al., 2021; Villamor et al., 2025). In parallel, the consciousness and competence of key tourism stakeholders—including government officials, contractors, labor associations, investors, and local communities—were assessed through semi-structured interviews (Novianti & Syahid, 2026; Khater et al., 2025; Basyar et al., 2025; Salazar et al., 2025).

The responses were systematically organized and analyzed using an Opinion Synthesis Matrix (OSM), offering insights into stakeholder engagement as relevant to CE development (Günther et al., 2024; Barros et al., 2021; Owojori & Okoro, 2022; Tumpa & Naeni, 2025; Kish & Miller, 2025). As illustrated in Figure 3, the adoption of a mixed-method approach is particularly significant in addressing the complexity of the study. It offers greater flexibility for comprehensive investigation and analysis, especially when incorporating perspectives from both stakeholders and tourists (Pagliara et al., 2025; Jena, 2025; Esposito et al., 2025). To enrich the scholarly context of the study, a bibliometric analysis was conducted using data sourced from the Scopus database, supplemented by books, journal articles, and other credible academic sources.

The integration of literature-based findings with primary field data allowed for a multi-dimensional analysis, thus enhancing the validity and depth of the study in light of its stated objectives.

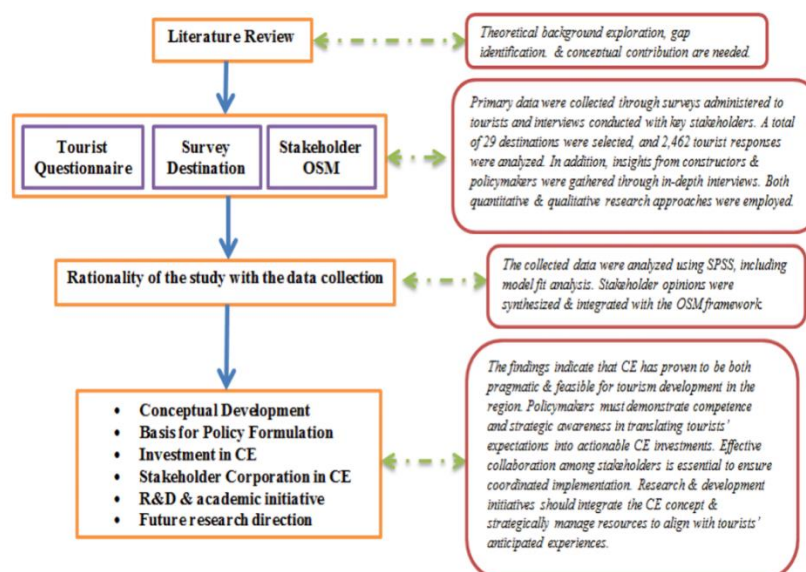


Figure 3. Research Design Flow Chart (Source: Author Compilation)

FINDING AND DISCUSSION

To investigate the complex interrelationships between the CE and various aspects of tourism development, a SEM approach was employed. This method enabled the analysis of both latent variables (unobservable constructs) and observed variables (measurable indicators), thereby offering a comprehensive view of the underlying structure of tourist perceptions and experiences. For this study, several latent variables were identified, reflecting key dimensions of the tourist experience.

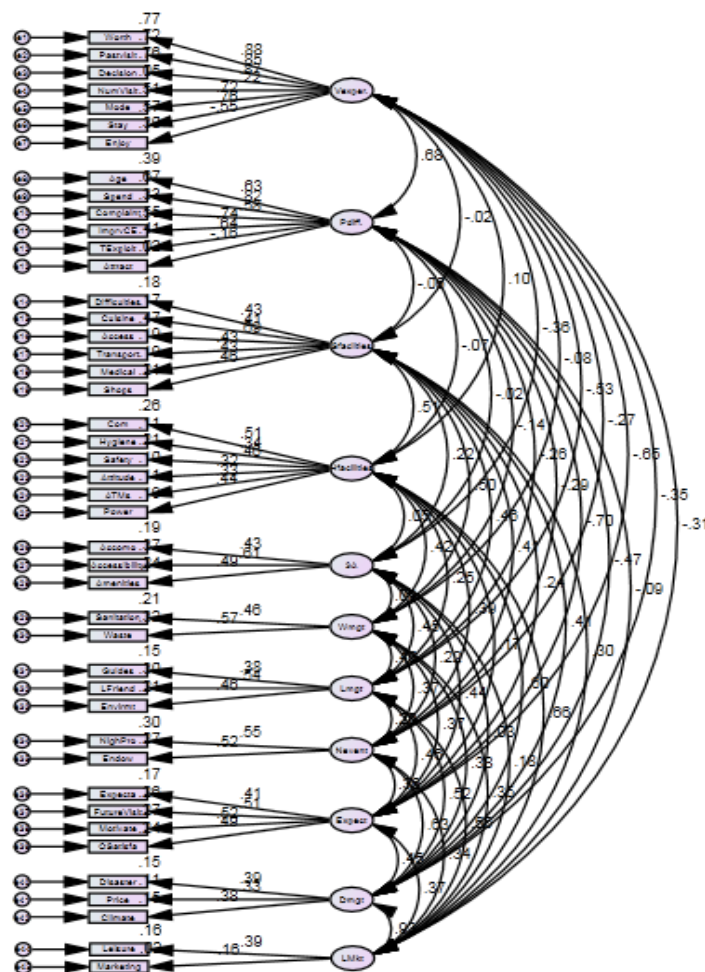


Figure 4. Model of CE (Source: Hypothetical AMOS -Based Report)

Data for each construct were gathered directly from tourists who had visited selected destinations in Northeast India. Given the limited existing research on CE within the Northeast Indian context, this study marks a significant initial effort to classify and quantify the impact of tourism infrastructure and management practices in the region.

These include: Visitor Experience Tourist Personal Difficulties and Challenges Service and Hygiene Facilities Accessibility, Amenities, and Attractions (3A's) Waste Management Systems Local Management Practices Visitor Expectations Nighttime Events and Activities Leisure Market Offerings Damage Management and Preservation Efforts These variables collectively represent critical components of the CE and their influence on tourism satisfaction and sustainability.

The responses obtained from tourists were analyzed and visually represented in Figure 4, which illustrates the SEM diagram and highlights the relationships between key variables. This model provides a valuable framework for understanding how the CE influences overall tourism development and visitor satisfaction in the region.

The proposed CE model demonstrates a strong model fit, effectively bridging theoretical foundations with empirical insights derived from primary data. The model not only validates key constructs relevant to the tourism sector but also illustrates the practical feasibility of CE concepts in promoting sustainable tourism development across Northeast India.

As depicted in the model, it encapsulates tourist experiences and perceptions, emphasizing the sensory and emotional responses elicited by their visits to the destinations. These insights offer a nuanced understanding of how the built and managed environment contributes to overall satisfaction and engagement. However, the successful enhancement and maintenance of the CE are contingent upon active state intervention and heightened consciousness among policymakers. The roles and responsibilities of diverse stakeholders—including government agencies, infrastructure developers, local communities, and tourism operators—are instrumental in shaping the effectiveness of CE-related initiatives.

To further investigate stakeholder awareness and capacity, the study incorporates findings from semi-structured interviews, as detailed in the methodology. These responses were synthesized into OSM, which captures key skill attributes, perceptions, and levels of commitment toward tourism development. This matrix serves to assess whether the implementation of CE frameworks is not only feasible but also supported by the necessary institutional and community competence required for long-term success in the region. To validate the robustness of the proposed CE model, a range of model fit indices were assessed and are presented in Table 1. These indices confirm the appropriateness of the structural model and reinforce its empirical alignment with the theoretical framework.

Table1. Model Fit Indices (Source: Hypothetical AMOS -Based Report)

Fit Index	Model Values	Threshold	Interpretation
CMIN/DF	2.53	<3	Acceptable model fit
RMSEA	0.059	<0.08	Good fit and close to ideal range
CFI	0.93	0.90-0.95	Acceptable to good fit as it falls between 0.90 (good) and 0.95 (excellent)
TLI (NNFI)	0.91	>0.9	Good- specified model
SRMR	0.062	>0.08	Good fit with low residual in the differences
GFI	0.89	>0.9	Marginal acceptable
AGFI	0.86	>0.9	Slightly below the threshold and complexity accepted

The feasibility of the CE model is examined in Table 1, which demonstrates its strong potential to support the strategic development of tourism in the region. To ensure robustness and credibility, multiple fit indices were applied and validated against established scholarly standards. The results, derived from data collected from tourists across 29 destinations, confirm a satisfactory model fit and reinforce its practical applicability. Evaluating this model represents a distinctive contribution, particularly given the limited empirical research conducted in the domestic context of Northeast India. The findings offer valuable insights for policymakers, encouraging more responsive and evidence-based tourism planning. The strong model fit underscores the importance of aligning CE strategies with evolving tourist demands, positioning the constructed environment as a strategic instrument for sustainable destination management.

By examining both tangible and intangible dimensions of the constructed environment, the study highlights the need for more rigorous and professional research to guide policy formulation. The framework proposed can serve as a strategic compass for policymakers, helping transform tourist destinations into more competitive, efficient, and smart systems. With sustained commitment and strategic investment in CE, Northeast India has the potential to shift from being among the least preferred destinations to becoming one of the most attractive tourism regions.

Furthermore, resource planning must align with the evolving expectations and dynamism of tourists. Timely allocation of financial resources and efficient project execution are critical for effective destination management. Delays in project completion—currently a significant challenge in the region—have contributed to cost overruns and budget deficits, underscoring the need for stronger governance and monitoring mechanisms.

An additional contribution of the study is its emphasis on the use of local resources in CE development. Strengthening local resource management and promoting self-reliant supply chains can reduce dependence on imports, a challenge presently faced by the region. Enhancing local sourcing and supply chain resilience will not only support sustainable tourism development but also stimulate regional economic growth.

The results also underscore the importance of bringing tourism-related activities into the scholarly spotlight—particularly the roles of contractors, local communities, management authorities, and policymakers, all of whom are central to the objectives of this study. To capture ground-level realities, various critical parameters were explored through direct engagement with respondents. These include funding availability, technological capacity, stakeholder

competence, skill levels, project scheduling, and operational challenges. These dimensions are essential for enabling a functioning and sustainable CE, especially in the tourism context of Northeast India. Stakeholders—ranging from worker associations, contractors, and local community groups to NGOs—were surveyed using customized questionnaires tailored to their specific roles and responsibilities within the CE ecosystem. Infrastructural development requires strategic and continuous management of the 4Ms: Money, Men, Machine, and Materials. This underscores the necessity of timely project planning, formal documentation, and streamlined execution processes.

Delays in fund allocation and disbursement were identified as key constraints, often leading to operational setbacks or underperformance by contractors. These challenges are further compounded by prolonged monsoon seasons and difficult terrain, which intensify the need for destination planning around accessible transport hubs such as railway stations and highways. A spontaneous and transparent flow of funds, along with awareness of tourist expectations during construction periods, is crucial. Both voluntary and paid labor forces are actively engaged in tourism development, and their coordination with other government departments is vital for ensuring industry sustainability.

Current policy and investment strategies are largely reactive, informed by past challenges and economic considerations, but often lack a forward-looking, integrated CE framework. Tourists consistently demand high-quality infrastructure and amenities, reinforcing the importance of CE as a foundational pillar for tourism development. However, the seasonal nature of tourism-related employment and income raises concerns about long-term investment returns, warranting greater attention from both public and private sectors.

Moreover, the environmental impact of unchecked tourism growth—such as habitat degradation and overcrowding—requires urgent intervention. Security and visitor confidence can be improved through CCTV surveillance and youth engagement programs, which foster a safe and welcoming environment. While scholarly and expert recommendations have long highlighted the need for strategic improvement in tourism infrastructure, such insights have rarely been translated into actionable policy. A shift toward policy consciousness and executional accountability is urgently needed to align tourism growth with sustainable development in the region.

The study presents a hypothesis-driven analysis that justifies the advancement of the CE as a strategic instrument for tourism development. It advocates for a systematic and calculated approach to resource management, infrastructure maintenance, and logistics and supply chain coordination, with the aim of overcoming domestic inefficiencies and expanding the sector in a structured manner. Through this lens, CE enables each destination to be managed under the guidance of competent and conscious policymakers, ensuring development that is context-specific and locally grounded. Empirical evidence from the model's fit indices supports the validity of CE as a strategic framework, offering policymakers a sound analytical basis for formulating responsive and forward-looking policies.

The study also highlights the importance of collaborative engagement among constructors, workers' associations, NGOs, and bureaucratic institutions. Insights generated through the OSM reveal multiple operational and structural challenges affecting development projects across the region. A key objective of CE is to align development initiatives with tourist psychology and expectations. However, the study finds that much of the technology currently used in the region is outdated and requires modernization, automation, and professional training to match contemporary advancements. Persistent logistical constraints—such as prolonged delays, overdependence on imports and inter-state supply chains, and seasonal disruptions caused by monsoons—further complicate project execution.

These factors increase project costs, extend timelines, and place additional pressure on workforce capabilities and innovation. Infrastructure maintenance remains another pressing concern. For instance, maintenance efforts at Dzukou Valley have been minimal over the past two decades, despite the site's growing tourism significance. While some urban destinations benefit from policy initiatives such as the Act East Policy and Smart Cities Mission, remote and ecologically sensitive areas continue to face neglect. This disparity calls for a reassessment of planning priorities, particularly in logistics and connectivity. Transportation challenges are especially acute in Sikkim, where road connectivity remains the primary mode of access, posing serious risks during adverse weather conditions.

Similarly, ecotourism destinations such as Loktak Lake, Kaziranga National Park, and various destinations in Meghalaya require development approaches that are closely integrated with local communities to ensure ecological balance and sustainability. CE emphasizes the need for professional coordination and effective collaboration, even in short-term development initiatives, to position destinations as smart and competitive.

It promotes a systematic planning framework that aligns infrastructure development with tourist expectations, seasonal fluctuations, and projected visitor flows—taking into account both monthly and annual cycles. Given that many destinations in Northeast India are located in rural and tribal-dominated areas, the study underscores the importance of empowering local communities to understand and implement CE at the micro level.

By fostering localized participation and capacity-building, CE can establish performance benchmarks for stakeholders and strengthen grassroots ownership of tourism development. Ultimately, the study positions the Constructed Environment not merely as a physical infrastructure concept, but as a strategic and academic framework essential for advancing sustainable, inclusive, and competitive tourism development in the region.

The extent to which both tangible and intangible dimensions of the CE are integrated across the 29 selected destinations depends largely on policy effectiveness, stakeholder competence, and sound decision-making capacity. The findings indicate that strategic policy direction and institutional capability are critical in strengthening CE's role in tourism development. As illustrated in Figure 4, the elements of CE are highly interrelated and require coordinated collaboration. Achieving balance among these interconnected components provides a strategic advantage, enabling destinations to design CE strategies that respond effectively to emerging trends and contextual demands.

This integrated support system enhances adaptability and long-term sustainability. The implementation of CE is grounded in scholarly validation, as demonstrated by the empirical findings of the study. With stronger academic engagement and evidence-based guidance, CE can be more effectively operationalized.

The research confirms that CE functions as a catalyst for sustainable tourism development by offering practical and structured mechanisms to understand tourist expectations and achieve sectoral excellence in alignment with global standards. Furthermore, stakeholders involved in CE—including policymakers, constructors, worker associations, and allied institutions—are encouraged to collaborate under a unified platform.

Such coordinated engagement strengthens strategic responsiveness, improves execution capacity, and enhances professional competence in project implementation. Through integrated action and shared accountability, CE can more effectively address regional challenges and elevate the competitiveness of tourism destinations.

CONCLUSION`

Tourism in Northeast India has demonstrated significant potential and garnered growing interest on the global stage. However, sustainable and innovative approaches are essential to ensure the region's long-term tourism development. The rapid expansion of the tourism industry, coupled with inconsistent stakeholder performance, presents critical challenges that must be addressed. In this context, the CE emerges as an ideal and rational framework to guide the sustainable growth of tourism in the region. By systematically examining the opinions, awareness, and competencies of various stakeholders, this study contributes to both academic scholarship and practical knowledge.

Recognizing tourists as the central focus of the industry, the research incorporates both micro and macro perspectives of tourist psychology. Data collected from multiple destinations were analyzed within the CE conceptual framework, with model fit indices (presented in Table 1) affirming the robustness of this approach. The CE model effectively integrates academic rigor with practical implementation, offering a pragmatic pathway to enhance the wellbeing and sustainability of tourism industries in NER. The study highlights the importance of aligning management policies and development projects with tourist expectations and psychological needs.

Addressing systemic failures and delays requires a heightened level of professionalism and stakeholder consciousness—core objectives underscored throughout this research. Ultimately, this study concludes by advocating for the institutionalization of CE principles as a foundational strategy for sustainable tourism development in Northeast India. By fostering a deeper understanding of tourist behavior and reinforcing stakeholder collaboration, the CE model promises to significantly advance the region's tourism sector in both sustainable and competitive terms.

Appendix: Opinion Synthesize Matrix (Source: Primary data collected via open interview from the field visit)

No.	Particular	Opinions	Summary
1	Contractor	1. The workforce available in the region is adequately skilled and demonstrates strong potential for innovative design and creativity in CE-related projects. 2. The monsoon season, which commences after spring and continues for approximately three months, significantly hampers construction activities. This seasonal constraint often leads to project delays and affects the timely completion of CE developments for visitors. 3. Destinations located far from railway and road connectivity, such as Dzuko, Aizawl, and Shirui, experience considerable challenges in the maintenance and timely development of CE due to logistical constraints. 4. The timely availability of financial and material resources is critical for successful project completion. Contractors frequently encounter substantial difficulties due to delayed disbursement of funds and late supply of materials, posing a serious risk to the sustainability and quality of CE. 5. Locations such as Kangla, Kamakhya, Jorethan, and Sella Pass require minimal construction interventions, primarily because of their strategic positioning along highways and comparatively lower pressure from leisure tourism. Consequently, CE maintenance in these areas is relatively manageable. 6. Road infrastructure plays a pivotal role in enhancing tourist satisfaction at major destinations including Gangtok, Elephant Falls, Loktak Lake, Kangla, Neer Mahal, Sibsagar, and Aizawl. While two-lane roads have been developed in several areas, the expansion to four-lane highways is strongly recommended to accommodate increasing tourist inflow. 7. A significant proportion of resources are dependent on imports, which contributes to procurement delays. These delays are particularly pronounced in rural destinations, affecting the timely delivery of goods and services. 8. The policies formulated by relevant authorities demonstrate a clear commitment toward sectorial development through CE initiatives. 9. The systematic development of road infrastructure is expected to substantially increase tourist arrivals in the region. 10. It is essential that policy formulation processes incorporate tourist opinions and feedback to ensure sustainable and demand-driven development.	Contractors face considerable challenges in completing development projects due to delayed funding and resource provision, the disruptive effects of the monsoon season, and high transportation costs associated with remote railway access. Many CE projects are further constrained by limited financial allocation, although the workforce demonstrates the necessary skills and expertise to execute tasks efficiently. Minimal construction is required at locations such as Imphal and Sella Pass, owing to their strategic positioning along highways and relatively low appeal to leisure tourists. CE (road infrastructure) plays a crucial role in enhancing tourist satisfaction, particularly at destinations like Gangtok and Loktak Lake, with the expansion of road capacity strongly recommended. CE project timelines are also impacted by procurement delays, reliance on imported resources, and logistical challenges in rural areas. Despite these obstacles, laborers exhibit notable competence and adaptability for making CE pragmatic. Policymakers recognize the significance of CE (tourism-driven development, and infra-structure improvements) combined with the integration of tourist feedback, are essential for maximizing positive outcomes and attracting increased visitor inflow.

2	Worker Association	1. Proper training in new automated technologies is recommended, along with the replacement of outdate machinery with modern automated equipment to enhance operational efficiency and improve CE. 2. CE projects require diverse and short-term engagement of various skilled labourers. This necessitates a high level of professionalism, effective coordination, and systematic workforce management. 3. The successful implementation of CE requires clearly defined competencies and adherence to standardized project timelines. However, such structured time-bound project practices are not widely adopted in the region. 4. Workers demonstrate diligence and a strong work ethic in carrying out their assigned responsibilities, contributing positively to project execution.	Most volunteers and workers lack formal training, affecting task efficiency. Additionally, the transient and diverse nature of development projects results in short-term workforce engagement, impacting continuity and expertise. Despite these challenges, the labour force demonstrates strong competence, diligence, and work ethic, consistently completing projects on schedule and showing high commitment in overcoming obstacles. All would align in making the CE improve in the region.
3	Stakeholders	1. There is a noticeable lack of effective follow-up mechanisms after policy formulation, which limits the successful implementation of planned initiatives of CE in the region for the sector sustainable development. 2. CE directly benefits from the growth of the tourism industry, generating significant positive impacts on regional development. 3. Infrastructure enhancement (CE) is imperative to ensure higher levels of tourist satisfaction and sustainable destination management. 4. The engagement of local communities during policy formulation is crucial, particularly as many destinations are inhabited by tribal populations whose participation ensures inclusive and sustainable development. 5. Policies are formulated based on tourism activity requirements and comprehensive analysis of various reports, resulting in broad community consensus and contributing to CE development. 6. Tourism has significantly contributed to job creation, revenue generation, and the development of amenities and recreational facilities in the North-Eastern region. 7. Tourists seek well-maintained CE, including quality infrastructure, adequate amenities, warm hospitality, hygienic food services, and reliable telecommunication facilities. 8. Rapid progress in road construction is being undertaken to enhance accessibility and attract more tourists, particularly to remote destinations such as Dzuko, Kaziranga, Kanchenjunga, Tawang, and Gangtok, where road transport remains the primary means of access. 9. Despite proposed policies and planned projects, delays in completion frequently arise due to factors such as the pandemic, local interventions, untimely funding, supply chain disruptions, and monsoon conditions. 10. With adequate departmental support and developmental initiatives, numerous unexplored destinations can be brought into prominence beyond the currently selected sites. However, additional support from CE is required to facilitate this expansion. 11. Tourism industries boost revenue and generate employment opportunities through CE initiatives such as homestays, hotels, recreational services, and the sale of local products. 12. The enhancement of CE provides a vital platform for showcasing local culture, promoting indigenous products, and creating employment opportunities. 13. Tourist opinions encompass diverse preferences and expectations; therefore, CE must be sufficiently developed to address a wide range of needs. 14. Increased tourist influx has led to environmental concerns, including the exploitation of natural resources and rising pollution levels, particularly in Loktak, Umiam Lake, Kaziranga, Dzuko, and Shirui. 15. Strengthening CE will yield positive outcomes for both the tourism industry and local communities. 16. Local governments should prioritize effective promotion and partnership strategies to advance sustainable tourism development.	The development of CE faces several challenges, including limited interdepartmental collaboration and slow follow-up after policy implementation. While tourism industries benefit directly from CE, the enhancement of infrastructure is essential to meet tourist expectations and ensure satisfaction. Tourism policies are generally well-designed, supporting activities effectively, but active engagement of local communities, particularly tribal groups, is crucial during policy formulation to ensure inclusivity. Policies based on tourism needs and comprehensive reports help build community consensus, while constructors and worker associations strive to meet tourist demands. Tourism has positively contributed to job creation, revenue generation, and the development of amenities across the North-Eastern region. However, challenges persist, including inadequate infrastructure, project delays caused by external factors, and the environmental impact of increasing tourist influx, causing the CE to be un-organized. To address these issues, targeted road and facility development, particularly in destinations such as Tawang, is vital. The local government should prioritize promotion, partnerships, and comprehensive policies that balance tourism growth with environmental sustainability and community well-being.

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