

Beyond the Map: NotOnMap as a vehicle for Nexogenous Rural Revitalization in India

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Abstract - This report explores how digital platforms can transform rural tourism in India by fostering sustainability, equity, and resilience. Using NotOnMap as a case study, it examines how community driven tourism models leverage systems thinking and digital inclusion to create meaningful livelihoods while preserving cultural and ecological assets. A mixed-method approach was adopted, combining semi-structured interviews with organizational leaders and extensive secondary data, analysed through a nexogenous development framework. The findings reveal that NotOnMap's initiatives ranging from heritage home restoration to digital training and alternative market linkages have significantly improved income security, cultural pride, and local participation. At the same time, challenges such as scalability, digital divides, and dependence on external partnerships highlight the need for adaptive governance and deeper community engagement. By situating NotOnMap within the broader discourse on sustainable tourism and digital innovation, the study demonstrates the potential of grassroots models to align local empowerment with global sustainability goals, offering a replicable pathway for inclusive rural development.

Key Words: sustainability, tourism, rural, nexogenous development, digital, community, journals

1.INTRODUCTION AND COMPANY OVERVIEW

With more than 65 percent of its small population concentrated in its vast rural area, India has the untapped potential of sustainable tourism. India has been a tourism fuel since its rich heritage and diversity of landscapes are breathtaking. However conventional design tends to evict local populations and place pressure on the natural surroundings. Sustainable tourism provides a superior alternative and a balance in values can be drawn to economic growth, as well as cultural integrity, and environmental protection. Rural communities now have the tools to contribute in a tourism economy in a fair and visible manner through the use of digital-enablers. Nevertheless, the problems in these locations are rooted in history: the lack of access to digital devices, poverty, and inadequate infrastructure conditions mean that these areas cannot reap the fruits of tourism. Sustainable tourism can be used to trigger livelihoods, conservation of heritage and ecological custodianship when well employed. The World Tourism Organization (UNWTO) is an agency that recognizes the ability of rural tourism to fuel the economy of the community by creating jobs, diversifying revenue and supporting entrepreneurship. The addition of geospatial applications and online solutions to the region will enable rural India to capitalize on the tourism potential and concurrently retain its sense of individuality. However, there are challenges encountered in the realization of inclusive tourism,

particularly to the region that are trying to sort the rural-urban gap.

This paper analyzes NotOnMap; a sustainable tourism platform, adopting systems thinking, social justice, and ecological sensitivity in promoting transformation in rural areas. It bridges the communities with the marginalized ones and helps travelers generate a fair good and minimized environmental effect. There are three basic questions to our analysis: What role does systems thinking play in NotOnMap in developing a sustainable tourism model? How does it promote social justice to the rural population? What is the extent to which rural market participation increases by means of digital inclusion, especially geospatial technology?

NotOnMap is an on-the-ground and dynamic project. It was founded in 2018 with the motto "Travel with Impact" and focuses on developing homestays in isolated villages that are isolated by mainstream tour operators, so that locals can keep their cultural and natural resources and make livelihoods. Up to now, it has beneficially transformed the lives of more than 50,000 people in 14+ Indian states- restoring 200+ old houses, generating 1,000 new jobs, and strengthening thousands of women, farmers, and artisans. COVID-19 Team NotOnMap co-created Project TraVival Project TraVival is a free web-based training program in 18+ languages (plus over 150 especially in villages) featuring homestay owners, village leaders, youth, and women, targeting 100,000 villages-- NotOnMap responded by creating a collaboration with TraVival called Project TraVival. The platform has also launched NotOnMart that gives consumers direct access to producers and craftsmen to allow alternative community supply chains.

Also, their clean power campaign in Chaminoo, Himachal Pradesh, led by the locals, was meant to be able to learn sustainable rural living, through hygiene, civic duty and tourist preparedness. The work done by NotOnMap has also gained diverse achievements, such as the NASSCOM Emerge 50 (Bharat) Award 2020, as well as awards and international presence in the creation of Booking.com with the accelerator initiative Booking Booster. In the relatively recent past, their homestay, the H2O House in the small town of Chamba, has won the Gold Award in Sustainable Leadership in guesthouses in the Outlook Indian Responsible Tourism Awards 2023. The combination of these initiatives signifies an integrated, systems-wide model- wherein the primary components are digital inclusion, cultural conservation and rural empowerment. Close interaction of tourism, technology and the community engagement provide insights in the lessons learnt through NotOnMap, which contributes in supportive and robust models of sustainable tourism development in rural India.

2. Objectives

This research aims at critically evaluating, especially NotOnMap's idea of sustainable tourism, which focuses on valorizing high-value and low-impact tourism practices. The focus is on understanding the balance of platform between environmental responsibility and cultural preservation and equitable economic opportunities for rural communities. The analysis will emphasize strategies and working practices to ensure NotOnMap emerges as a viable and replicable model for sustainable development for rural India.

A central goal is to explore how NotOnMap is utilizing geospatial tools to make sure that even visiting and less accessible communities are able to enter tourism markets. These technologies bridge the gap between space and potential travelers by creating a powerful link between rural areas and the potential economic growth of the community often left behind. This section will also examine the wider implications of geospatial inclusion, in relation to rural livelihoods and local economic resilience.

Another objective is to assess the role that the platform plays in addressing disparities, in closing the digital divide in the countryside. By giving rural hosts access to digital spaces and direct links to tourists, NotOnMap allows marginalized communities to enter the digital economy. This evaluation will look at the effectiveness of the platform in promoting digital literacy, allowing access to online markets and inclusive participation in global tourism networks.

This report will analyse NotOnMap's contribution over environmental, economic and social dimensions to sustainability. From encouraging eco-conscious tourism and heritage home conservation, to helping local artisans and reaching out to alternative livelihoods, the platform aims at building a holistic model of balanced growth. The objective is to gain an understanding of the operationalization of sustainability through its initiatives and the concrete impact these practices have in creating measurable change for communities and the environment.

The eventual goal is to be able to identify the significant challenges and new opportunities associated with NotOnMap's model, and its applications. This includes understanding technological barriers, resistance in local communities and structural limitations that prevent scale. At the same time, the report will investigate possibilities for replication and transfer of value models in other regional contexts, guaranteeing both on the one hand long-term validity, and on the other hand, further development potential for community-driven sustainable tourism.

3. Literature Review

The digital convergence of sustainable tourism is quickly picking up scholarly momentum. This review offers a synthesis of current research on how digital and geospatial technologies can support sustainable tourism in rural areas--with support from recent policy initiatives in India.

Sustainable tourism plays an ongoing role in changing as a framework of importance for rural development-- developing economic resiliency without destroying the environment and cultural assets. Traditional literature (Butler, 1991; Weaver & Dwyer, 2000) places an emphasis upon responsible practices such as local level entrepreneurship, conservation of heritage,

and stewardship of resources. Recent studies further continue to confirm these goals, underscoring the role of rural tourism in promoting diversified livelihoods and preserving local identity Atlantis Press.

Digital platforms have revolutionized the way tourism is delivered and communities are engaged. Earlier works (Buhalis & Law, 2008; Gretzel et al., 2016) provided foundational insights and then newer research uses 4.0 technologies -- such as AI, big data, and VR -- to further detail sustainable tourism frameworks MDPI. These tools favour ethical travel, improved accountability and improved management of these resources through better decision-making.

The use made of geospatial technologies for tourism planning is growing popularity in the domain of rural development. In West Bengal GIS and Analytical Hierarchy Process (AHP) have been implemented to identify the geo-ecotourism zones by considering terrain, scenic beauty, infrastructure and socio-economic factors MDPI. Such methods allow for specific suitability analyses at a specific site, which can help the planning of a site location, as well as sustainable allocation of resources at that site. Further research examines spatial patterns and imbalance within rural tourism destinations (e.g. in Hainan, China), isolated infrastructure and regional inequality are major drivers Nature. Policies and Implementation India's state governments are increasingly using digital platforms to promote rural tourism on a massive scale; in Andhra Pradesh, more than 500 homestays (tribal and heritage) are being improved for quality and digital accessibility, in association with platforms such as Airbnb, Oyo and MakeMyTrip The Times of India. In Madhya Pradesh, 241 village home stays were run by the government and a microsite was deployed for responsible tourism marketing and digital reservations. These efforts resulted in an increase of visitor numbers by more than 526% since 2020 by focusing on digital integration, skills training, and inclusive community participation The Times of India. In Chhattisgarh, IIT Bhilai signed MoUs for documenting the heritage sites, developing XR museums, and promoting research based sustainable tourism and SDG based destination management plans The Times of India. These illustrations can be said to be the integration of digital platforms into systems and processes of operational and policy to democratize tourism access, empower locals, and maintain sustainability.

NotOnMap aligns closely with these broader global and Indian shifts in sustainable tourism and digital transformation. By positioning itself as more than just a booking platform, it actively works to bridge the gap between travelers and marginalized rural hosts. Its model emphasizes authentic, community-driven experiences, such as village homestays, cultural exchanges, and traditional craft-based tourism, which offer travelers meaningful interactions while generating stable income streams for rural families. Unlike mainstream tourism platforms that often prioritize commercial expansion, NotOnMap stresses high value, low-impact travel, ensuring that the benefits of tourism are equitably shared and that environmental or cultural degradation is minimized. In doing so, it contributes to heritage preservation, economic resilience, and social inclusion.

Although formal academic research specifically on NotOnMap remains limited, the platform's approach resonates strongly with emerging scholarship on geospatial inclusion, digital equity, and community-based tourism innovation. By

leveraging digital technologies to give visibility to remote regions that might otherwise remain excluded from mainstream tourism circuits, NotOnMap demonstrates how grassroots level tourism models can complement state-led policies and global sustainability agendas. This positions it as an important case for understanding how digital platforms can be designed not just for profit, but for social impact and rural empowerment.

Key themes emerging from the literature include the transformative potential of digital platforms, including Industry 4.0 tools, in advancing sustainable tourism especially for rural regions; the critical role of geospatial tools in supporting visibility, planning, and inclusion for remote communities; real-world policy applications demonstrating how digital and governance tools can scale rural homestays, heritage access, and local empowerment.

Nevertheless, gaps persist—particularly in the empirical evaluation of platform-driven models like NotOnMap. Future research should assess their long-term socio-economic impacts, scalability across diverse geographies, and effectiveness in balancing commercial viability with community welfare.

4. Methodology

Our research methodology involved a combination of both quantitative and qualitative data collection and analysis techniques to understand how NotOnMap (NOM) functions and operates at the grassroots level as well administrative level. Various semi-structured interviews and resources were made the basis of research and in-depth analysis. The key members of the organization interviewed were the CEO of the company, Mr. Kumar Anubhav and the Manager of Business Management, Mr. Sourabh Sengupta through semi structured interviews. The interviews were both informative and first-hand as far as the philosophy, challenges and strategies of the organization were concerned; and such information could not be readily found in secondary sources. Hence, they enabled the study to investigate the underlying causes, processes involved in decision making and processes involved in NOM functioning.

There was a rich selection of secondary sources, besides primary research. This was in the form of newspaper articles, reports, organizational profiles and online features. These resources combined with facilitating a contextual presence of NOM sustainability-oriented efforts, as well as its place in the wider rural tourism and social enterprise landscape.

For primary data collection, a critically constructed question list was prepared in order to get information from the actual driving forces of NOM themselves, the members (Appendix A). This was done through online means of video interview on Google Meet for a duration of 30 to 35 minutes. The key objectives were to align responses with the dimensions identified through secondary data analysis, find out new aspects not known about, get practical insights on how action is taken on ground. Major focus was put on technology integration in working with indigenous and marginalized communities, equitable distribution of benefits and burdens among all stakeholders, ensuring fair value to rural communities, contributions of local artisans and farmers, social innovation through projects and new ventures, optimal resource utilizations, challenges faced while operating Specific data points were captured during these interviews.

The secondary data collected was first divided into 20 sources per group member, making it a total of 80 sources. This became the corpus or reference data body stored in a single file. Next, a collective range of dimensions was developed by all the group members on the lines of nexogenous development. This process took a major portion of time due to conflicting opinions in defining as well as choosing the most essential factors in assessing development in rural communities as well as in NOM. Bettina Bock's paper on nexogenous development became the foundational study to draw the dimensions from. The entire process required the group members to meet on a regular basis to decide on the dimensions until there was a mutual agreement on a total of forty dimensions (Table 1). This became the codebook to be utilized further for tagging the corpus body.

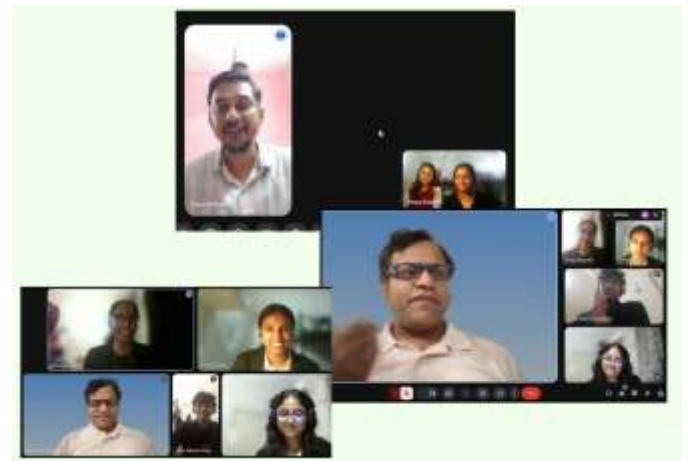


Fig -1: Interviews undertaken with Mr. Kumar Anubhav and Mr. Sourabh Sengupta

By pooling efforts of each researcher, there was a vast library of literature as well as numbered dimensions to be used in coding. In practice, this was done by uploading all documents on the platform Taguette and tagging sentences and quotations that were in line with one or more than one dimensions (Figure 2). Text segments were highlighted and assigned the codes, referring back to the dimension definitions. This side-by-side, researcher-triangulation approach enabled immediate resolution of ambiguities; transforming potential discrepancies into opportunities for deeper insight. This process also captured the multifaceted angle of exogenous development.

Table -1: Forty dimensions based on nexogenous development

Number Assigned	Dimensions	Definition
1	Capacity Building	The process of developing skills, institutions, and infrastructure in rural areas to empower communities to act collectively and overcome exclusion. This is especially important where state support is limited or there is civic withdrawal.
2	Capacity Building, Civic engagement	The active participation of citizens in initiating and managing local solutions, such as care cooperatives. This is often driven by frustration with the withdrawal of public services and a desire for greater control over local well-being.
3	Capacity Building, Resilience	The community's capacity to absorb shocks like service cuts or demographic decline, adapt by reconfiguring its social and economic base, and even transform local practices in response to change. Resilience combines material resources (skills, infrastructure) with social assets (solidarity, shared identity) to sustain nexogenous development.

4	Civic Self-Organisation and Self Reliance	Bottom-up initiatives and the concept of an open network under the rural cooperative management is in itself a reflection of the desire to regain a sense of self-determination and self-reliance, to not work under the strict supervision of the government and to demonstrate vitality of the rural areas.
5	Civic Self-Organisation and Self Reliance.Clientelistic Power Relations	Hierarchical arrangements in which a few actors monopolize access to resources and decision-making is a weakening factor for local development. These relations stifle bottom-up self-organisation by undermining trust, excluding broad participation, and discouraging the autonomy needed for social innovation.
6	Civic Self-Organisation and Self Reliance.Existing social networks	The density and diversity of ties both among local actors and between external partners outside the territorial connection boundary is what links the regions and reaches out to potential external partners.
7	Civic Self-Organisation and Self Reliance.History of collective action	The prior track-record of citizens coming together to solve local problems such as through cooperatives, community festivals, LEADER-type partnerships is key to understanding if local development is possible or not. A strong history of collaboration builds trust, social capital and a shared sense of efficacy.
8	Civic Self-Organisation and Self Reliance.Improvement of quality of life mindset	Regaining political power and the urge to operate at a distance from the government. The government is assumed to provide little support in the way of realizing improvement. Thus social innovation also calls for a sense of resistance.
9	Civic Self-Organisation and Self Reliance.Social and cultural capital	Effective rural innovation relies heavily on the presence of active, educated, and motivated individuals. This pre-existing social and cultural capital skills, leadership, networks allows communities to organise, collaborate, and mobilize for collective goals. Without this capital, efforts struggle to take root, reinforcing inequalities between resource-rich and resource-poor regions.
10	Civic Self-Organisation and Self Reliance.Trust between citizens	Citizens should be driven by a common sense of place and identity and should be willing to collaborate among themselves for a successful bottom-up approach implementation. Less trust in the state by the citizens unanimously calls for civic withdrawal further contributing to a community-driven approach.
11	Community Engagement	The involvement of community members in decision-making processes, aiming for inclusive and participatory approaches to rural development. This ensures that innovations reflect real local needs and aspirations. This type of engagement is initiated by an organisation reaching out to members.
12	Cross-Sectoral Collaboration	Leverages the strengths of public, private, and civic actors for comprehensive solutions.
13	Development Processes	The broad socio-economic forces—globalisation, mobility of capital and people, and urbanisation—that reshape rural areas' opportunities, connectivity and patterns of marginalisation.
14	Development Processes.Globalisation	The integration of rural areas into global markets and networks—through trade, digital communications, and transnational flows of ideas and capital—and the uneven impacts this has on local livelihoods.
15	Development Processes.Mobility of capital and people	The fluid movement of investment, labor and migrants in and out of rural regions, which can both inject new resources (e.g. tourism, immigration) and drain local skills and economic activity (e.g. youth out-migration).
16	Development Processes.Urbanisation	The concentration of people, services and economic activity in cities, driving rural-to-urban migration, restructuring rural economies and increasing rural peripherality unless offset by strong linkages.
17	Emergent Local Leadership	Mobilizes resources, people, and vision through local champions and informal leaders.
18	Entrepreneurialism as Civic Strategy	The availability of capable, motivated individuals who can champion new ideas, mobilize others, and negotiate partnerships. Such 'social entrepreneurship' translate local needs into feasible ventures, inspire collective buy-in, and navigate the institutional terrain to secure support.

19	External Collaboration and Partnerships	Fosters strategic alliances between communities and outside entities to enhance resources, expertise, and innovation potential.
20	External Collaboration and Partnerships.Geographical connectivity (not just within proximity)	Connectivity is no longer defined by physical proximity but by meaningful social, political, and economic ties. Nexogenous development hinges on translocal linkages, rural-urban partnerships, digital networks, and regional collaborations that overcome spatial remoteness. These relations reconnect marginalised areas with broader systems of support, resources, and influence, enabling revitalisation beyond local limitations.
21	Inclusive Governance	Promotes transparency, participation, and equitable decision-making across diverse groups.Inclusive Governance
22	Institutional and Policy Support	Policy support empowers rural autonomy and civic innovation by shifting the state's role from provider to facilitator.
23	Institutional and Policy Support.Financial Capital	A strong social fabric marked by trust, shared goals, and cooperation is essential for collective action and resilience in rural communities. Financial capital, particularly EU funding, plays a significant role in supporting social innovation, especially in areas lacking private investment.
24	Knowledge Sharing	Facilitates collaborative learning and contextual adaptation between actors.
25	Knowledge Sharing.Social Collaboration and Solidarity Building	Social innovation thrives on collective action and solidarity among community members to address common needs, particularly when traditional services and markets are inadequate. This collaboration is continuous and implicit and keeps on taking place internally between citizens.
26	Knowledge Sharing.Social Learning	Social learning involves communities collectively and explicitly experimenting, reflecting, and adapting practices to new challenges, particularly around sustainability. Unlike implicit collaboration, this is an intentional and transformative process that fosters innovation. It helps rural communities co-create knowledge, adapt external ideas to local needs, and build future-ready, resilient forms of self-organisation.
27	Multi-Level Governance Architecture	Collaboration and co-ordination among actors at different administrative levels, local, regional, national, and even European, to support rural development. It involves partnerships among citizens, governments, and private actors to facilitate bottom-up initiatives and ensure policies fit local needs.
28	Reinventing local services	Combines formal and informal mechanisms to deliver context-relevant services.
29	Reinventing local services.Multi functionality of rural shops	Rural shops, like DORV models, are more than commercial outlets; they integrate postal services, elderly care, ICT access, meeting spaces, and local food. These multifunctional spaces address service gaps left by the state, strengthen social cohesion, and invest in local economies; serving as micro-hubs of rural resilience and innovation.
30	Relational place making (no. of relations)	Development that is driven by networks of relationships rather than just physical proximity. It emphasizes the importance of the number of social, economic, cultural, and political connections in shaping identity, belonging, and opportunity in rural places. It helps to rebuild a local sense of belonging and shared positive sense of place.
31	Relational place making (no. of relations).Relational Connectivity	Builds meaningful, sustained networks that go beyond physical proximity.
32	Social Innovation	New ideas (products, services, models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. They are innovations that are not only good for society but also enhance society's capacity to act. (European Commission, 2011)

33		Social innovation emerges within a specific social context shaped by local norms, relationships, and value systems which influence both the reception and success of new ideas. Innovations must align with community culture and identity to gain legitimacy in order to help the marginalised rural areas regenerate and sustain change. Context can also be political in terms of connections.
34	Social Innovation.Context	The institutional frameworks, funding mechanisms and regulations that either enable or constrain community-led social innovations in rural areas, from cooperative statutes and grant programmes to technical assistance and multi-level partnerships
35	Social Innovation.Rural Development Policy	The process of re-establishing and strengthening social and political ties between rural communities and broader society, including urban centers and governance structures. This is seen as crucial for revitalizing rural areas by overcoming relational remoteness and marginalisation, not just geographical isolation.
36	Socio-Political Reconnection	Ensures benefits reach structurally disadvantaged or marginalized groups.
37	Socioeconomic Inclusion	The recognition that social innovation must address shared societal challenges such as unemployment, income inequality, and healthcare access. Innovations should be socially relevant, ethically grounded, and involve broad stakeholder engagement, not just local actors, to meet social needs.
38	Socioeconomic Inclusion.Societal responsibility	The use of high-speed internet and digital tools to overcome physical isolation in rural areas. This allows rural communities to access markets, services, and networks, effectively creating "virtual closeness" to resources and opportunities that are otherwise out of reach.
39	Technology Adoption and Innovation	Information flow acceleration is necessary for self-organization and self-reliance and ICT offers opportunities for remote areas to reconnect and revitalise. This is necessary if the rural region wants to work at a distance from the government.
40	Technology Adoption and Innovation.ICT Adoption	Enables access, connectivity, and participation, especially in remote areas.
40	Virtual Proximity (tech connectivity)	



Fig -2: Coding of one of eighty documents based on the forty curated dimensions



Fig -3: Dimensions uploaded on Taguette platform

After coding, all the sets of tags produced in Taguette available to each researcher were exported and merged together in a single Excel file - the master sheet. In order to align the overlapping labels, we used Excel functions such as fuzzy

matching, query functions and Vlookup formulas. This gave us an opportunity to cluster similar words and reduce inter-coder disparities. The merged data set was then subjected to repeated phases of human verification where members of the team went through data line by line and thoroughly checked entries to remove redundancies and verify that all tags referred to a specific aspect of nexogenous development. Since such a process could be subject to human error, the group rotated the duty of cross-checking files until a clean and integrated dataset had been provided. In order to investigate the consistency of our coding, we relied on the statistical software JASP and several inter-rater reliability measures were then computed. These included Cohen's kappa, Krippendorff's alpha, and Fleiss' kappa, for multi-rater agreement. The calculations were performed as a group and the team looked against pre-set thresholds of tolerable reliability and then compared the results. Although the computation required repetitive iterations and careful data preparation, we finally found that our coding scheme had statistical strength and judgements were consistent among the coders.

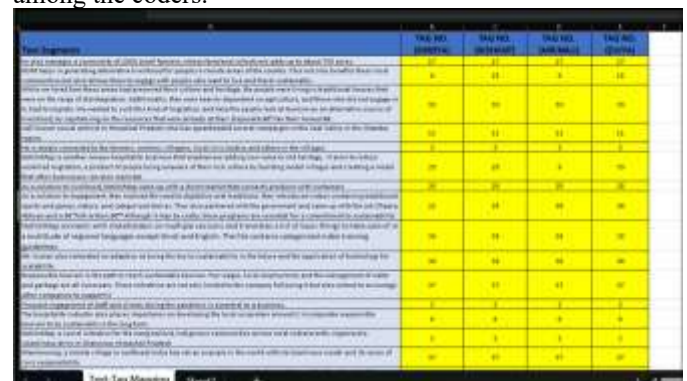


Fig -4: Final sentence to dimension tag mapping for four raters



Fig -5: Master sheet in Excel of all taggings for four raters

4. Comprehensive Framework: The River Framework

Our research on nexogenous rural development emphasizes the interplay between community strengths and external linkages that enable sustainable growth. The River Framework stood out to us because it captures this reality through flow, exchange, and co-creation. Unlike tree models that suggest static rootedness or cycles that imply repetition, the river reflects adaptability and forward movement. Beginning with a local source, strengthened by external tributaries, sustaining itself through collaborative flow, and culminating in a delta of outcomes, it mirrors our field findings. Its cultural symbolism in India further reinforces its relevance and resonance (Figure 7).

At the origin of the river lie local resources, traditions, and reservoirs of indigenous knowledge. Our findings showed that rural communities are rich in cultural heritage architecture, folklore, cuisine, and crafts which form the “spring” from which development initiatives must flow. By grounding tourism and livelihood models in these resources, nexogenous development avoids the pitfalls of external imposition and instead roots economic activity in community identity.

Our analysis showed that communities alone will not be able to fully monetize their potential without supportive external inputs. Technology, training, urban market access and policy interventions are like tributaries joining the main river to increase its reach and resilience. In fact, digital platforms for booking, workshops for skill building, and partnerships with NGOs enrich the rural base, but not at the expense of it. This is in line with nexogenous view that development is required to be co-produced in the blend of endogenous and exogenous flows.

Once the spring and tributaries merge, development becomes a living, adaptive process. Our research identified continuous co-creation between villagers and visitors, where tourists engage in farming, weaving, and cooking while simultaneously sharing networks and technical knowledge. This reciprocal flow embodies nexogenous dynamics: cultural capital travels outward while new skills and opportunities flow inward. The river metaphor captures this sense of movement and feedback, unlike static models of growth.

Finally, the river empties into a delta, symbolizing the cumulative outcomes of this interaction. Our findings highlighted empowerment of women and youth, diversification of livelihoods beyond agriculture, preservation of cultural practices, and strengthened social cohesion. These are precisely the “fertile soils” of nexogenous development, where the merging of local and external inputs produces resilience and long-term sustainability. By following this model, nexogenous development is reframed not as a clash between tradition and modernity but as a riverine blending of forces. The framework demonstrates the most essential dimensions that were curated in the initial phase of the research study undertaken, such as, technology, civic self organization, capacity building, social innovation. This also goes hand-in-hand with the thematic analysis that was conducted on the forty dimensions and the frequency of tags under each of them (Figure 6). Thus, the River Framework not only illustrates but also operationalizes our research findings, providing a clear narrative and planning tool for future rural development initiatives.

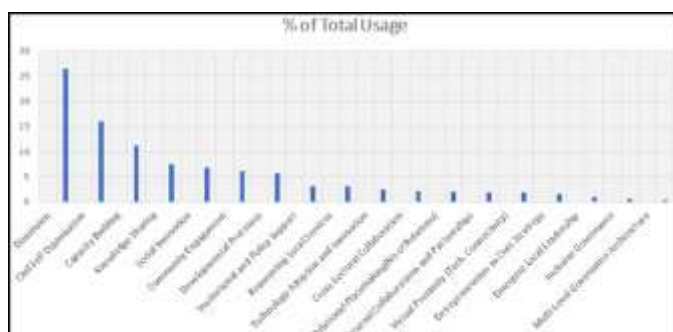


Fig -6: Thematic analysis to see frequency of tags for each of the forty curated dimensions

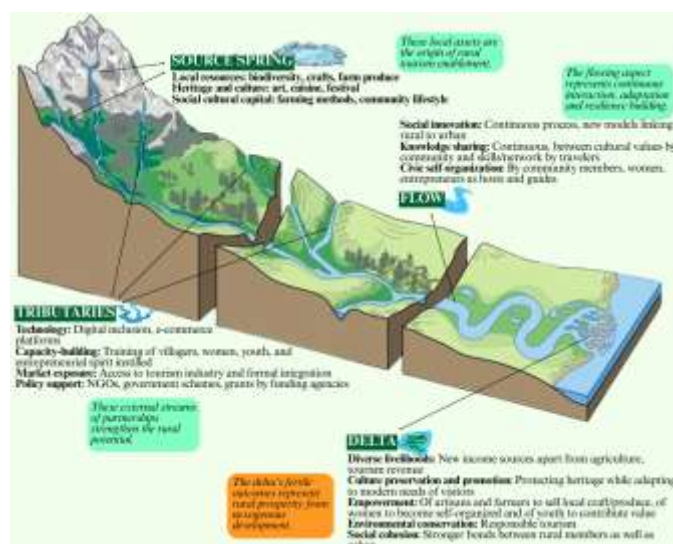


Fig -7: The River Framework

Table -2: Application of the river framework - NotOnMap

Stage	Indicator	NotOnMap Activities Undertaken	Evaluation/Impact
Spring	Local resources	Promoting homestays and local architecture, crafts, local produce by farmers such as Chambhali Rumaal	STRONG Directly builds on local assets, both cultural and human, makes it the foundation of all operations
	Heritage and culture	Preserving traditional folklores, cuisines and storytelling	
	Social & cultural capital	Encourages local lifestyles to be provided as experience to tourists	
Tributaries	Technology	Introduction of eco-markets, NotOnMap, received-keeping windows through mobile distribution in certain projects (Lahauli)	MODERATE NotOnMap has been successful in channelizing external support, but the digital technology aspect could be expanded more
	Capacity building	Training women and youth to volunteer as hosts and become independent entrepreneurs	
	Market reach	Get access to customers (tourists, travelers, visitors) who want to get a rural community living experience. Ability to cater to the high tourism demand.	
	Policy support	Partnering with government tourism departments to formalise the integration	
Flow	Social innovation	Constant training through webinars for 1500+ homestay owners making them leaders who innovate for developing their communities	STRONG There is constant co-creation and grassroots-level management and leadership, demonstrating resilience.
	Knowledge sharing	Community libraries, networking, rural heritage information sharing with foreigners, art workshops, farming methods	
	Civic self-organisation	Villagers, youth volunteers, women, children and the elderly running the villages independently as champions, such as, the Mystic Village	
Delta	Diverse livelihood	New sources of income emerge such as through art, craft, farm produce, architecture, homestay provision, community tourism	STRONG Tangible outcomes observed such as stronger rural-urban connectivity, directly linked to nexogenous development, income stability and ecological footprint reduction.
	Culture preservation	Cultural forms of art, festivals and lifestyle remain conserved	
	Empowerment of villagers	Youth employment opportunities and women-led ventures	
	Environmental conservation	Sustainable way of living encouraged and awareness spread	

Table -3: Application of the river framework - Looms of Ladakh

Stage	Indicator	Looms of Ladakh Activities Undertaken	Evaluation/Impact
Spring	Local resources	Indigenous knowledge of weaving pashmina, yak wool, and sheep wool; unique high-altitude fibers available only in Ladakh	STRONG Rooted in local ecological and cultural strengths, it demonstrates how indigenous skills, traditions, and community bonds form the foundation of sustainable nexogenous development
	Heritage and culture	Preservation of Tibetan-Buddhist weaving traditions, motifs, and eco-conscious textile practices	
	Social & cultural capital	Women's solidarity groups and cooperative structure based on mutual aid and collective ownership	
Tributaries	Technology	Leveraging e-commerce platforms, social media, and online storytelling to reach global conscious consumers	MODERATE TO STRONG External tributaries have greatly boosted viability and innovation, but digital infrastructure and consistent policy execution remain challenges. Market reliance on niche ethical fashion segments can also limit scalability.
	Capacity building	Training from design schools (NID/NIFT), exposure to contemporary fashion, skill workshops on cooperative management	
	Market reach	Collaborations with fashion houses, trade fairs, urban exhibitions; growing access to domestic and global slow-fashion markets	
	Policy support	Support from Handloom Development Schemes, CSR initiatives, NGO interventions, and cooperative banking	
Flow	Social innovation	Women-led cooperative model where artisans are stakeholders and decision-makers, shifting gender norms	STRONG (with challenges) The flow shows exemplary co-creation and gender innovation, but sustaining momentum is difficult in Ladakh's seasonal economy and geographically isolated context. Knowledge sharing is vibrant, yet still concentrated among a limited artisan network
	Knowledge sharing	Cross-learning between artisans and designers; artisans impart eco-conscious practices, while designers share global trend	
	Civic self-organisation	Cooperative functioning ensures democratic decision making, collective ownership, and transparency in resource sharing	
Delta	Diverse livelihood	Women diversify income from weaving, moving beyond subsistence agriculture and seasonal labor	MODERATE TO STRONG Outcomes are tangible: livelihoods have diversified, women are empowered, and heritage is preserved. Yet, long-term financial resilience is still uncertain, as global fashion trends can be fickle, and scaling without diluting authenticity remains a key lesson.
	Culture preservation	Revival of traditional Ladakhi motifs, dyeing techniques, and weaving patterns, integrated into contemporary fashion	
	Empowerment of villagers	Women gain financial independence, leadership roles, and social recognition in patriarchal context	
	Environmental conservation	Handloom-based, low-carbon processes; use of natural fibres and dyes promotes circular economy	

5. Evaluating MAR - Mitigation, Adaptation and Resilience

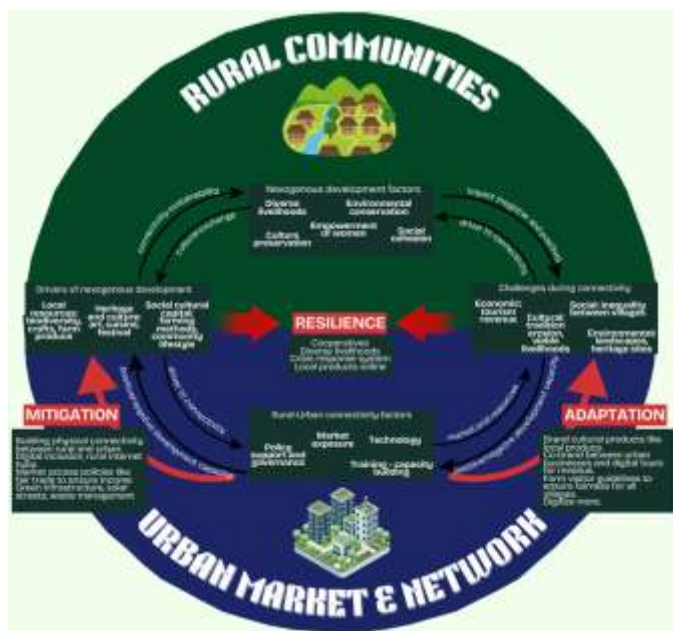


Fig -8: Figure 8 MAR for River Framework (Devi, 2025) (Appendix B)

After assessing an initiative with the river framework, we can also evaluate the mitigation, adaptation and resilience aspects. Taking inspiration from the model for combatting climate change (Pachauri et al., 2007), in figure 8, we set up rural and urban systems, facilitating direct cultural exchange of products

and heritage and market opportunities. In return, the nexogenous process taking place in rural areas may have positive or negative impact such as a crisis, revenue loss, or social inequality, leading to weakening or improvement of the rural urban connectivity factors respectively, such as local assets, heritage and culture. This will affect the overall sustainability of the initiative. Hence to avoid such unforeseen problems, there may be three distinct measures. To mitigate and reverse the effect, there can be building transport between rural and urban areas, being entirely digital, putting fair value policies and green infrastructure. To adapt to these impacts, there is shift to a new position by rebranding cultural products, partnering with urban businesses, and making visitor guidelines. And finally, to remain normal even after a shock, there must be crisis response plans, market cooperatives, diverse incomes, and simultaneous digital platforms to retain customers.

6. Results

The findings obtained through JASP's analysis of 80 qualitative data sources tagged with 40 dimensions of nexogenous development by four different and unbiased raters included Inter Rater Reliability (IRR) tests through three measures, seen as follows. Cohen's kappa value obtained was 0.783 which is considered by definition as a substantial agreement (Figure 13). The individually rated rater pairs differentiated with answers of between 0.75 and 0.80 indicating a high degree of agreement in judgments while coding. All computations were also in ranges of known confidence intervals that solidified the strength of the results. Fleiss' kappa as well Krippendorff's alpha value was also 0.783, meaning substantial agreement. Taken altogether, these results show that the tagging system was operated in a very consistent and reliable way among coders, which increases the validity of our qualitative data set.

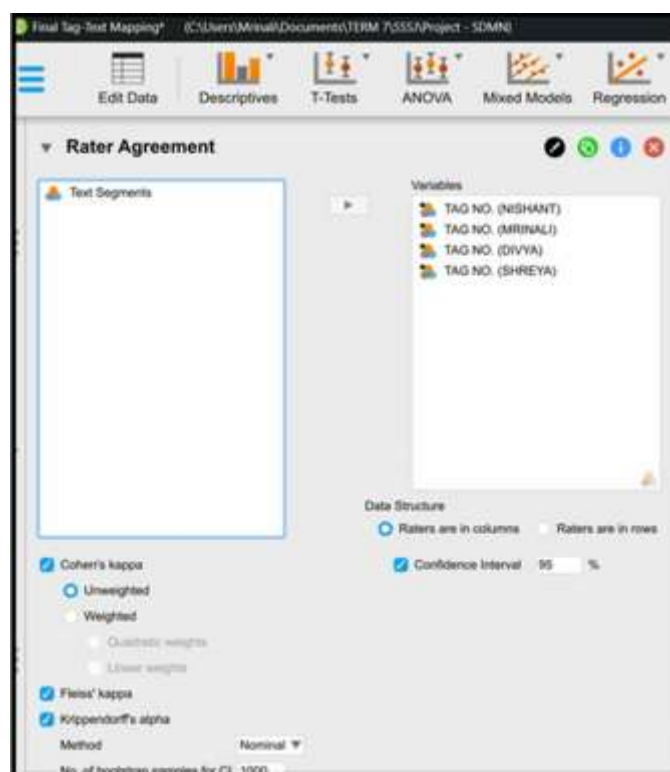


Fig -9: Measuring inter rater reliability among the 4 raters

Rater Agreement ▾				
Cohen's kappa ▾				
Ratings	kappa	SE	95% CI	
			Lower	Upper
Average kappa	0.783			
TAG NO. (DIVYA) - TAG NO. (MRINALI)	0.789	0.044	0.703	0.875
TAG NO. (DIVYA) - TAG NO. (NISHANT)	0.790	0.044	0.704	0.876
TAG NO. (MRINALI) - TAG NO. (NISHANT)	0.753	0.046	0.662	0.844
TAG NO. (DIVYA) - TAG NO. (SHREYA)	0.778	0.045	0.690	0.865
TAG NO. (MRINALI) - TAG NO. (SHREYA)	0.800	0.043	0.715	0.884
TAG NO. (NISHANT) - TAG NO. (SHREYA)	0.768	0.044	0.702	0.875

Note. 91 subjects/items and 4 raters/measurements. Confidence intervals are asymptotic.

Fig -10: Measuring Cohenn's kappa

Krippendorff's alpha				
Method	Krippendorff's alpha	SE	95% CI	
			Lower	Upper
Nominal	0.783	0.035	0.712	0.848

Note. 91 subjects/items and 4 raters/measurements.

Fig -11: Measuring Krippendorff's alpha

Fleiss' kappa ▾				
Ratings	Fleiss' kappa	SE	95% CI	
			Lower	Upper
Overall	0.783	0.011	0.762	0.804
0	-0.003	0.047	-0.095	0.089
1	0.563	0.043	0.479	0.647
2	0.883	0.043	0.779	0.947
3	0.794	0.047	0.703	0.885
4	0.469	0.043	0.385	0.553
5	-0.003	0.043	-0.087	0.081
6	0.851	0.043	0.767	0.935
7	0.854	0.043	0.770	0.938
8	0.753	0.043	0.669	0.837
9	0.950	0.043	0.866	1.034
11	0.804	0.047	0.713	0.895
12	-0.006	0.043	-0.090	0.078
13	0.574	0.043	0.490	0.658
15	0.216	0.043	0.132	0.300
17	1.000	0.043	0.916	1.084
18	0.744	0.043	0.660	0.828
19	0.664	0.043	0.580	0.748
21	-0.006	0.043	-0.090	0.078
22	0.661	0.043	0.577	0.745
23	0.661	0.043	0.577	0.745
24	0.664	0.043	0.580	0.748
25	0.781	0.047	0.689	0.873
26	0.917	0.043	0.833	1.001
28	0.838	0.043	0.754	0.922
29	0.664	0.043	0.580	0.748
30	1.000	0.043	0.916	1.084
33	0.886	0.043	0.802	0.970
34	-0.003	0.043	-0.087	0.081
36	0.466	0.047	0.374	0.558
37	0.881	0.043	0.797	0.965
38	0.781	0.043	0.697	0.865
39	0.392	0.043	0.308	0.476
40	0.794	0.043	0.710	0.878

Note. 91 subjects/items and 4 raters/measurements. Confidence intervals are asymptotic.

Fig -12: Measuring Fleiss' kappa

INTER RATER RELIABILITY			
Results			
Cohen's Kappa	0.783	Substantial Agreement	
Fleiss' Kappa	0.783	Substantial Agreement	
Krippendorff's alpha	0.783	Moderate Agreement	

Fig -13: Final IRR Results

Two semi-structured interviews were thematically analyzed in accordance with the six-step model of Braun and Clarke. One

hundred and ninety-nine preliminary codes were found within 24 segments of the interviews and were methodically clustered into 15 broad topics (8 in Interview 1, 7 in Interview 2).

Interview 1 - Strategic Focus: There were eight themes identified in the analysis with Rural Development and Community Empowerment having the highest presence (5 segments), Sustainable Tourism and Livelihood Transition, Government Collaboration and Policy Implementation, and Social Dynamics and Cultural Integration (4 segments each). Other themes covered organization status, multi-sectoral methods, online communication and economic empowerment.

Interview 2 - Operational Focus: Seven themes were identified with Product Development and Design Innovation being most common (4 segments), Community Tourism Model and Benefit Distribution, Market Challenges and Consumer Behavior, Cultural Heritage Preservation, and Scaling and Operational Challenges (3 segments each).



Fig -14: Comparative thematic analysis for interview data

The analysis point to a complex prototype of benefits distribution system in which every touchpoint is taken into account in distribution, leading to the systematic compensation of meals, guided tours, and cultural activities. This model recorded significant success in certain families that earned higher earnings than the owners of the homestays and it also gained high profile customers such as government ministers. A critical finding revealed the fundamental gap between purpose-driven product development and consumer behavior. Despite developing 300+ community products, the CEO acknowledged "99% Indian customers would say great, but won't buy," highlighting the challenge of translating social impact intentions into sustainable business models. The Self-Help Groups became the major institutional means of community interaction and women controlled everything and offered credible partnerships to development projects. This is a big change in the conventional rural power arrangements. The thematic comparison presented a radical change in the strategic rural development emphasis (Interview 1) to operational market issues (Interview 2), which reflected the transformation of the conceptual planning to the reality of implementation. The social dynamics and community empowerment themes emerged in both interviews and, therefore, it seems that they are the main themes of rural development work.

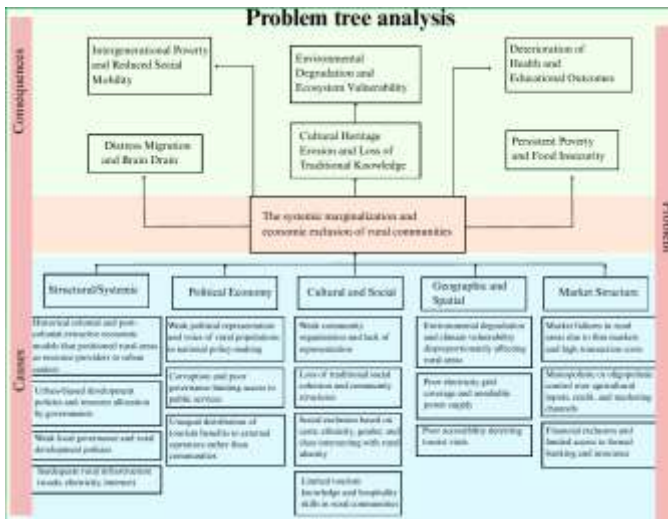


Fig -15: Problem tree analysis

NotOnMap's operating model is premised on community-driven tourism development, working directly with local hosts to make offbeat villages and tribal areas into sustainable tourism destinations. By enabling authentic homestays, curated cultural experiences, and artisanal workshops, the organization enables farmers and artisans to diversify their income sources. This approach has increased average household incomes by as much as 150% in places where it has been applied. Capacity building is at the heart of NotOnMap's business model: in-depth training in hospitality management, digital literacy, language skills, and small-business management empowers residents to be able to run their own businesses. Meanwhile, NotOnMap invests in the most basic infrastructure improvements - restoring heritage homes, improving sanitary facilities and providing stable internet connectivity - to meet quality and safety standards. Quality Assurance Team for regular audits and collection of guest feedback for continuity of service, ensuring reputations of the hosts are strengthened. NotOnMap's digital platform is a one-stop shop for homestays, local experiences and handicrafts, allowing users to book them directly, cutting out intermediaries and retaining as much revenue as possible within the rural community. Lastly, the organisation uses data-driven monitoring in the form of impact dashboards that measure key performance indicators like occupancy rates, income growth and community satisfaction. These learnings are used to improve the operational model iteratively and scale what is working in new places.

NotOnMap is also the key player in the development of a "Rural Tourism Certification" in collaboration with industry organizations. This certification standardizes service quality, cultural authenticity, and environmental sustainability guidelines, which will help certified communities become more prominent in national tourism promotions and will bring in public investment. Using a multi stakeholder approach, NotOnMap assembles panchayat leaders, government officials, NGOs, and private investors into policy forums that develop actionable recommendations. These forums have impacted district-level development plans to ensure that road construction, digital infrastructure projects and heritage conservation fit the requirements of community-based tourism. Further, NotOnMap shares evidence-based impact studies and toolkits for best practice that inform national policy makers and international institutions. Its research and recommendations have been referenced in white papers and presentations at forums such as the World Tourism Forum Lucerne, and have

been used to scale community-led rural tourism models to national level.

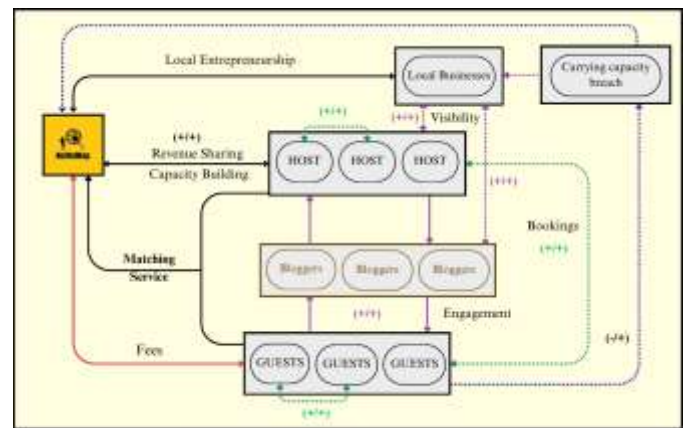


Fig -16: Stakeholder Relationship Map

Through its platform, NotOnMap connects Guests with local Hosts, generating revenue for the organisation and creating opportunities for households to monetise hospitality in a dignified way. Guests and Hosts engage directly; positive experiences foster repeat visits, word-of-mouth promotion, and stable income streams for Hosts. Guest presence boosts demand for goods and services, encouraging small-scale entrepreneurship and business activity. Content creators amplify visibility by showcasing experiences online. While they generate awareness, they can also trigger hype cycles that put pressure on local resources. Without moderation, the very success of the model can create crowding, environmental stress, or cultural dilution, threatening sustainability. As demand rises beyond capacity, the destination faces congestion, environmental degradation, and a decline in the very cultural or natural assets that made it attractive. This creates a negative feedback loop, where short-term gains erode long-term viability.

The bottleneck, therefore, lies in balancing entrepreneurial growth with sustainability safeguards. Without careful planning, regulatory frameworks, and community involvement, the system risks collapsing under its own success. The challenge is to design mechanisms (such as carrying-capacity limits, sustainable tourism models, or incentives for green entrepreneurship) that channel growth into resilient development rather than destructive expansion. To address this bottleneck, policymakers can introduce capacity regulations (visitor caps, zoning laws), promote responsible tourism models (eco-tourism, cultural tourism), and incentivize green entrepreneurship that balances growth with conservation. Infrastructure investments in waste management, transport, and digital services can ease resource pressures. Community-based monitoring ensures local voices guide development, while awareness campaigns promote mindful visitor behavior. These interventions together preserve economic gains while safeguarding ecological and cultural integrity for long-term sustainable growth.

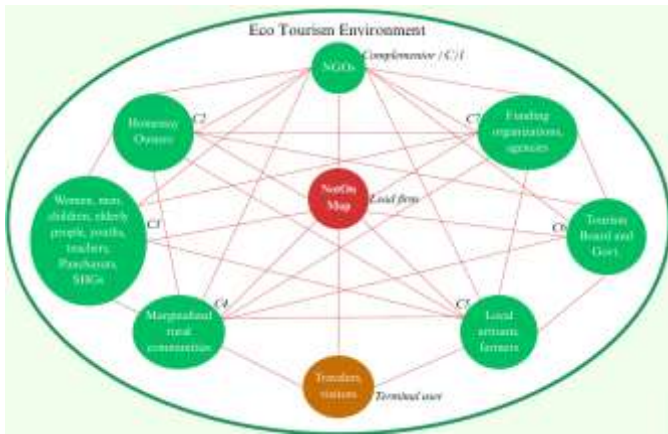


Fig -17: Value Network

Table -4: Value network and rationale

Actor Type	Actor	Role	Rationale and Impact
Lead Firm	NotOnMap organization	Designs and controls the rural tourism platform	Empowers local tourism, ensures fair value for all, formulates long term vision
Users	Travelers and visitors	Consume the rural tourism experience value	Generate demand for such eco-tourism experiences and sustainable models
Complementors	Tourism Board, Government	Policy support, certifications, permits, promotions	Legal backing and incorporation into formal tourism policies
	Homestay owners	Provide authentic stays	Preservation of culture and livelihood earning
	Marginalized indigenous communities	Protectors of culture, tradition and local knowledge	Ensure indigenous practice prevalence and authentic experiences
	NGOs	Provide training, collaboration with NOM for local development	Add value by strengthening local skills aligned with sustainability
	Artisans, Farmers	Offer local art and craft materials, produce and cultural products	Create diversified options for livelihood earning
	Villagers, youth, women	Volunteer and participate to guide and host for travelers	Add value by showcasing local empowerment in villages
	Funding organizations and agencies	Provide grants and credits	Add value by enabling scalability and long-term growth
KEY PARTNERSHIPS - Collaboration with Local Communities - Collaboration with State Tourism Boards - Travel influencers and Bloggers - Technology Partners KEY ACTIVITIES - Curation of Local Stays and Customized Services - Capacity Building Programs - Program and Workshop Management - Narrative Creation for Eco-Marketing VALUE PROPOSITIONS - For Travelers: - Authentic, immersive experiences far from mass tourism - Opportunity to contribute to sustainability & rural empowerment - Unique accommodations - Alternative livelihoods through tourism - For Partners/NGOs/Governments: - Digital inclusion and skill development - Preservation of culture and pride in local identity - Advancement of SDGs (decent work, reduced inequalities, climate action) - Scalable model for rural development CHANNELS - Digital Platform (website/app) - Collaborative channels - Social-media storytelling channels - Community referrals (word of mouth) CUSTOMER SEGMENTS - Domestic and International Conscious Travelers - Impact Driven Organisations - Urban Consumers (those who consume crafts/culturally oriented products online)			
KEY RESOURCES - Human Capital - Brand Recognition through Endorsements - Financial Grants KEY STRUCTURE - Technology & Human Capital - Platform website + app-development & maintenance - Business (licensing and community models) - Marketing & Partnerships - Social media campaigns & influencer collaborations - Collaborations with tourism boards, NGOs, and local partners - Operations & Community Support - Travel, logistics and on-ground operations - Grants, infrastructure, and support for rural hosts KEYNES STRATEGIES - Premium Experience - Curated stays & immersive travel packages - Curated cultural programs/workshops - Community Hubs - Service from local hosts - Sales of crafts & culturally oriented products - Partnership & Collaborations - Free from mass tourism boards & NGOs - Market hub creation for local products			

Fig -18: Business Model Canvas

Discovery - Provides authentic options to mainstream tourism - Uses digital platforms such as websites/applications, social media, storytelling to aid travelers in exploring rural stays, cultural programs, and experiences - Builds awareness of sustainable tourism and its role in preserving heritage
Mapping - Connects conscious travellers with local artisans - Maps accommodations and services into curated packages - Enables impact-driven organizations and state tourism boards to map out those places in line with SDG goals
Transaction - Aids in bookings of curated stays, workshops, and cultural programs through the platform itself - Generates revenue via premium pricing, commission models, and partnerships - Allows for purchase of locally manufactured through its market hub, benefiting hosts directly
Evaluation Measures impact by: - Traveler experience (immersive, safe, trustworthy) - Host empowerment (alternative livelihoods, digital inclusion, pride in local identity) - Endorsements received from partnered NGOs and other collaborators - Builds trust and repeated usage of services through feedback mechanisms

Fig -19: Value Proposition (DMTE Model)

6. Discussion

The analysis of NotOnMap, drawing upon a triangulated methodology of secondary source review, primary sources comprising founder and subordinates' interviews, and application of strategic frameworks, provides a dynamic understanding of the organisation. The source analysis of over 80 references prompted us to place the company within wider debates on sustainable tourism, preservation of culture, and rural development, while the interviews grounded our capturing both leadership vision and challenges at the grassroots levels.

Through the Business Model Canvas (BMC), the structural segments of NotOnMap's operations became evident. Its value proposition's base lies in the preservation of intangible cultural value and the empowerment of rural communities through sustainable tourism. This dual proposition, social and economic, creates a model that differentiates NotOnMap from conventional hospitality and tourism service platforms. The analysis of key partners highlighted the dependency on local hosts, cultural custodians, and aligned NGOs, while revenue channels remain restrained, raising questions about the long-term maintenance of financial sustainability. The interviews reinforced this, as the interview of Mr. Sourabh Sen Gupta pointed to operational bottlenecks in scaling host onboarding and ensuring consistent training. The interview with the founder himself, Mr. Kumar Anubhav gave us more insights into real-time utilisation of resources such as digital resources and social media, wherein the bottleneck of limited digital use was in reality nullified by the conscious neglect of this stream due to the deliberate want of personalised human touch in services. Social justice was also justified by the CEO himself, wherein he threw light on ways implemented by NotOnMap to ensure equal participation of both minority and dominant villagers.

The Value Network framework further brought to light that NotOnMap functions less as a solitary actor and more as a facilitator of various complementarities. Its partnerships with local communities, urban and semi-urban travelers, and heritage experts create a synergistic network that collectively enhance impact. Yet, the strength of this network also implies vulnerability that mainly comprises dependence on external collaborators for cultural validation and sustainable inflows of certain conscious travelers introduces risks in times of economic downturns or shifting tourist preferences. The interview data resonated with this finding, particularly as Mr. Sen Gupta highlighted seasonal fluctuations in community engagement and the difficulty of maintaining momentum during low-tourism periods. The SRM map showcased the strong relational capital NotOnMap has cultivated over its years of functioning. Trust between the NGO and host families is not merely transactional but deeply embedded in notions of dignity, respect, and reciprocity. This trust serves as a crucial asset that safeguards against host exploitation, a concern often associated with mainstream tourism functions.

However, the analysis also suggested that the NGO must navigate tensions between maintaining authenticity and introducing standardized processes required for scale. Balancing these competing demands was a noticeable recurring theme in both interviews.

Problem Tree Analysis gave an understanding about systemic barriers faced by NotOnMap. At the root level, issues such as inadequate digital literacy in rural areas, weak infrastructure, and lack of community trust toward external interventions emerged as ever-standing obstacles. These roots lead to immediate challenges like gradual host onboarding, inconsistent tourist experiences, and difficulty in monitoring impact at scale. The analysis states that unless these foundational issues are addressed, scaling NotOnMap's model will remain restrained. Nevertheless, the problem tree also threw light on opportunity spaces: investment in digital literacy, local governance network and building stronger community ownership that could help break existing barriers of constraints. The findings present a picture of an NGO that is innovative yet still wrestling with questions of sustainability, scale, and systemic alignment. The dynamic framework approach showcases that NotOnMap's value proposition lies in its ability to create a differentiated service based on cultural authenticity and at the same time, not overlooking social impact. However, sustaining this model requires deeper institutional partnerships, diversified revenue streams, and adaptive mechanisms to respond to shifting external conditions.

The River Framework is a way to understand nexogenous growth because it shows how an organization's journey begins with local capital, further strengthened by partnerships and technology, and culminates in broader social and economic outcomes. Its strength lies in capturing the essence of development as a dynamic, continuous flow rather than a linear process. This justifies the universality of the framework, whether in tourism, health, or education, organizations can use it to understand how grounding in local resources, coupled with external linkages, can generate sustainable outcomes.

The nexogenous analysis highlights the fact that NotOnMap typifies both the promise and insecurity of mission driven social enterprises in India. It demonstrates how care for culture can be aligned with economic empowerment, but also showcases the constant negotiation required to even-out authenticity, scalability, and sustainability. This discussion thus positions NotOnMap not merely as a niche NGO but as a case study of the evolving challenges faced by organizations at the intersection of community and market forces.

7. Recommendations

Based on the evidence-based approach of community engagement that Harvard Catalyst proposes, NotOnMap must institutionalize the following principles.

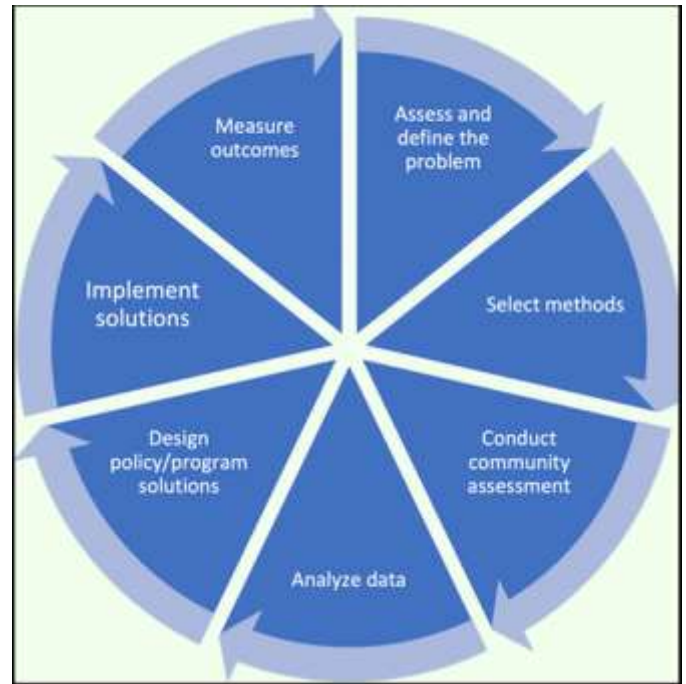


Fig -20: Harvard Catalyst proposes

Implement Harvard's Principles of Community Engagement. Conduct in-depth cultural asset mapping that captures not just economic and demographic information but also social networks, traditional bodies of knowledge and community leadership. The Indigenous Community Planning project at MIT illustrates how centering Indigeneity and learning relationships to homelands opens more genuine ways of development.

Collective self-determination should put in place priority setting mechanisms in which communities set their own development priorities and not have them enforced directly by outsiders. Research by Stanford on rural development points out that sustainable change should be the result of local people utilizing local resources on the basis of local culture, traditions, and skills. Build fair partnership negotiations with clear power-distribution and decision-making processes. The toolkit available at Harvard proposes to design Memorandums of Understanding that should establish the roles and responsibilities, as well as the distribution of benefits.



Fig -21: 3-level Intervention Model

Apply a Systems Thinking Approach. NotOnMap must be able to facilitate three integrated levels of operation as follows. Target direct capacity building, homestay development and cultural preservation. Regional level help in coordinating various stakeholders, establish markets connections, and share resources. Supportive Policy and Rural Tourism policies and regulations. Recurring challenges can be addressed by applying systems thinking too. The archetype of Limits to Growth uses limits to regenerative capacity to balance tourism use with the conservation of the cultural and environmental assets that tourism relies upon. Overcome the Tragedy of the Commons solution by instituting resource governance through communities with collective decision-making procedures. Go against the Success to the Successful dynamic by making sure that the benefits of tourism are spread in a fair manner throughout the society and not based on just a select few, the early adopters.

Strengthen Endogenous Capacity. In order to develop a local resiliency and self-reliance of local population, the NotOnMap needs to prioritize the enhancement of internal capacity. Build local innovation centers with integration of both traditional KM into relevant external technologies. The strategy will enable communities to resolve their local issues by themselves and retain their ownership. Implement peer-to-peer learning networks where successful communities mentor emerging destinations. This builds internal capacity and ensures sustainable skill transfer without an over-reliance on external expertise. Create mechanisms to preserve and apply traditional ecological knowledge while integrating appropriate modern technologies that enhance, rather than replace, cultural methods.

Establish Adaptive Governance Structures. Make connections between communities, tourists and support organizations, as well as those between communities and essential funding and technical aid. Bridge knowledge systems between traditional and modern knowledge to make them understand each other and work together successfully. Secure equitable benefits distribution and ensure they have well-defined conflict resolution mechanisms. Assist communities to keep their

priorities within their goals. Last, adopt a feedback system of adaptive management. This should enable continuous learning and revision of the strategy of community input and in response to changing circumstances to long-term success.

Scale Through a Collaborative Ecosystem. Rural social change demands the collaboration of public, private, academic, civil, and community actors to jointly bear the responsibility of developing enabling ecosystems. NotOnMap should also formalize collaborations with universities, government agencies, and the private sector actors while the community remains on the frontline. Active modeling of community resiliency such that social domains and factors interact, relate, and affect community well-being and progression. Instead of creating dependency relationships, it is essential that sustainable local markets be created, as was done in the Vietnam Biogas model. Train local young entrepreneurs so that they can work on their own but deliver better standards. Harness digital opportunities to bridge communities into global markets whilst avoiding digital colonization.

8. Conclusion

This report has outlined a strategic direction that NotOnMap can follow in order to become more than a rural tourism facilitator and a prime regenerative development model. Through a systematic embedded framework of operations within an organization, institutionalizing a total systems-based implementation could ensure further enrichment of the organization, such that its expansion does not obliterate, but further integrates with the communities it inhabits.

These recommendations are not just some modular alterations, but they are a strategic change- a shift in the approach- from transactional to holistic transformation in the community led by the community. The success of the framework is dependent on several pillars. This is because, first, a systems thinking approach enables NotOnMap to challenge the complex issues at the community, regional, and policy levels to find the points of leverage in making fundamental change. Second, the project enables locals to shape their futures by embracing the values of commitment to communities, making all development authentic and founded in mutual self-determination.

Last but certainly not least, beginning with endogenous capacity creation realized via peer-to-peer networks, local innovation centers, NotOnMap also empowers communities to be self-reliant and resilient to respond to future challenges. The concrete results of this strategic direction will go a long way beyond economic indicators. The model is meant to encourage cultural vitality through the regard and maintenance of traditional knowledge and practices. It will impact the environment regeneratively and go beyond sustainability towards the active restoration of natural resources. More importantly, it will also result in real community resilience, where local individuals have the means and systems to respond to external shocks, and to maintain control over their own development. After all, the credibility behind this model hinges now solely upon a solitary foundation: that of community primacy. That is the essential distinguishing feature of NotOnMap.

The organization can deploy external resources and expertise in a way that is compatible and reinforcing of the local agency,

thus establishing a truly symbiotic relationship that builds shared value to both tourists and host communities. Long term, the work of NotOnMap is making an endogenous blueprint replicable and scalable. Other organizations and governments interested in empowering marginalized and rural societies worldwide can use the framework provided here to realize that sustainable, equitable and regenerative growth is not only feasible but may take the path of being directly led by the people themselves.

9. Limitations

While NotOnMap's strength lies in authentic cultural experiences, large-scale expansion could risk diluting the essence of the original mission. Excessive reliance on collaborations with state tourism boards, NGOs, and donors creates susceptibility. Any political or funding shift may affect sustainability. Without an independent standing revenue model, scaling may remain highly constrained. Many rural hosts face challenges such as low digital literacy, poor internet connectivity, and affordability issues. This can constrain inclusivity, especially for women, elderly, or marginalized groups in villages, defeating the motive of holistic development of the organization. Outcomes such as community pride, cultural preservation, and empowerment are difficult to quantify and measure. Lack of standardized metrics for such immeasurable benefits might affect the ability to attract impact investors who rely on measurable KPIs. Tourism based models are highly sensitive to pandemics, natural disasters, or geopolitical disruptions, with lack of resilient mechanisms. COVID-19 showed how community tourism models in India and globally faced major setbacks due to travel restrictions.

10. Future Scope

NotOnMap's model has strong alignment with the UN Sustainable Development Goals (SDGs), especially SDG 8 (Decent Work), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities & Communities), and SDG 12 (Responsible Consumption & Production). Future scope lies in embedding NotOnMap into state and national tourism policies, where it can function as a recognized partner in rural development and cultural preservation. Evidence from community-based tourism in Nepal and Bhutan shows that policy recognition enhances both funding support and adoption at scale.



Fig -22: UN Sustainable Development Goals (SDGs)

Similar rural-tourism initiatives in Southeast Asia (e.g., Vietnam's Biogam model, Thailand's homestay programs) have

shown success in reducing rural-urban migration and generating community income. NotOnMap could replicate its framework internationally, especially in countries with high rural tourism potential, thus creating a South to South learning exchange.

Future innovations like AI-driven cultural mapping, AR/VR storytelling, and blockchain-enabled fair trade platforms for crafts can significantly expand the reach and target a more holistic audience. Digital integration can help rural artisans and hosts access global markets, creating income opportunities beyond physical tourism. There is scope for developing a robust impact measurement system to track changes in community empowerment, cultural preservation, and livelihood resilience over time. Evidence from other social enterprises (for instance Barefoot College, India) shows that systematic impact evaluation strengthens investor and donor confidence, unlocking more funding.

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APPENDIX

Appendix A: Interview questionnaire.

1. How do you operationalize the theoretical concept of nexogenous development in NotOnMap in terms of programme design and decision making? Which organisational processes purposefully create cross-

scale linkages (e.g., urban-rural value chains, hubs of services)? Probes: Can you give any example where an internal policy or product feature was changed to better reflect the nexogenous logic? Or any other policy that explicitly aligns itself on this concept?

2. Can you share some NotOnMap initiatives that have actually created some measurable benefits for the communities? Probe: What measures (economic, social, political) did the organisation use and why? Do you have before/after data on one or two communities that you can sum up with an impact story?
3. How is digital technology at work in our nexogenous development model with NotOnMap -- and how does it connect visitors and develop local capacities? Probe: What platforms/tools are the most effective in terms of returns on investment for local empowerment (training, access to markets, governance)? How do you address the digital divides and issues of the authorship/consent on big data with communities?
4. Can you share how NotOnMap works with government, NGOs, private sector and academia to support nexogenous goals? Probe: Which collaboration was the most effective in bringing about some kind of systems change and what made this effective? How do you balance the various incentives of partners who want different outcomes while still keeping the community priorities?
5. What legal mechanisms and structural protections does NotOnMap use to protect ecologically and culturally sensitive areas, whilst ensuring democratic participation by the community? Probes: How do you set environmental standards or culturally protected areas? Who in the community has the authority to stop or change activities that put next-generation assets at risk, in terms of sustainable development?
6. How does NotOnMap ensure that the benefits of its programmes are extended to marginalized households and to not just already connected or influential local actors? Probes: Does the organisation have a targeting criteria or community benefit agreements or participatory budgeting? How do you know these benefits have been shared among poor or socially marginalized groups?
7. What monitoring-and-learning systems (M&LS) has NotOnMap put into place that maintain nexogenous objectives and correspondent programming while adapting through emergent local needs? Probes: How are voices on the ground integrated into adaptive cycles like through fast feedback loops, co-designed KPIs?
8. How does NotOnMap build local institutional capacity to enable communities of connectivity to maintain cross-scale linkages on their own terms? Probes: (For example, improvements in local governance decision-making process, social organization, local government structure, have you supported with training or governance changes?) How do you evaluate if those capacities remain following?
9. How do you maintain a sense of the distinctiveness of each community's offer at NotOnMap's scale and still be of a high quality whilst observing the principles of nexogenous development - are there places where you choose not to scale? Probes: What are the boundaries or perimeters of choice to replicate, adapt, and/or withhold expansion? Would you like to share an

example where you chose not to promote tourism development in a destination, and why you did so?

10. Lastly, from a nexogenous perspective, how is NotOnMap identifying and developing connections between rural producers and broader urban value chains? Probes: Can you tell us about a particularly striking instance of a culture or tourism activity opening new market connections for local producers? What are the major obstacles (logical, regulatory, market) to such integration and how do you overcome them?

Appendix B: Schematic framework of anthropogenic climate change drivers, impacts and responses Amir & Ahmed; 2013 and IPCC, 2007.

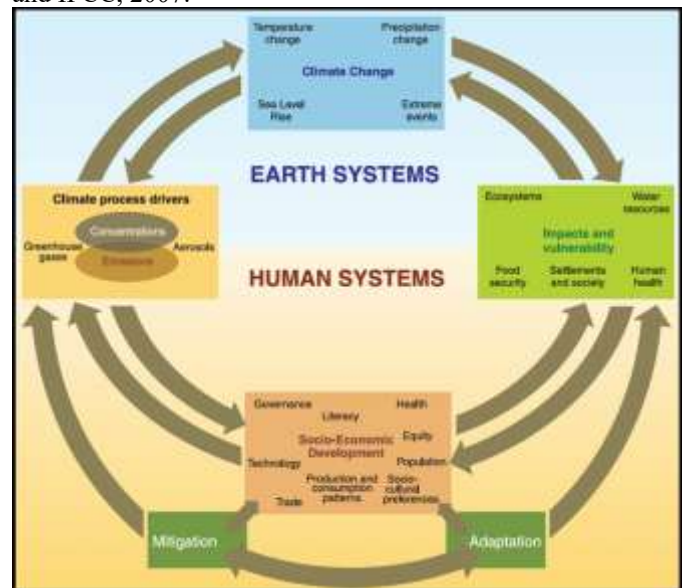


Fig -23: Anthropogenic climate change drivers