

Development of Tourism in Local Communities: A Systematic Review of Literature on Tourism Development with Collaborative Management in Rural Areas

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Abstract

This integrative literature review explores the relationship between community-based tourism (CBT) development and local community involvement, focusing on collaborative management in rural areas. Following PRISMA 2020 guidelines, 27 peer-reviewed articles—24 empirical and 3 review papers—published in English between 2020 and 2024 were analysed using qualitative content analysis. Active engagement of local communities as co-creators enhances sustainability outcomes, fosters cultural preservation, and improves socio-economic well-being, while challenges include institutional weaknesses, demographic shifts, and limited financial resources. The review is restricted to recent English-language publications and secondary data, potentially omitting earlier or regional studies. Results offer actionable insights for policymakers, destination managers, and researchers to design inclusive governance models. By integrating empirical and review studies across diverse contexts, this review identifies governance gaps and proposes strategies, including comparative policy research, standardized evaluation frameworks, and digital engagement tools, to strengthen CBT in rural settings.

Introduction

The research area explores the development of tourism in rural regions through the active involvement of local communities. It highlights the complex interplay of challenges and opportunities faced by these communities in the context of a rapidly evolving global tourism industry.

The global tourism landscape is undergoing significant transformation, with smaller local communities emerging as key actors in the realization of sustainable tourism development. This evolving context raises critical questions concerning the extent of community involvement in decision-making processes, the preservation of cultural identity, and the creation of sustainable tourism products. Recognizing the necessity of close integration between local populations and tourism-related activities is essential for transcending traditional development models, which frequently disregard local needs and interests.

The purpose of this literature review is threefold: (1) to systematically synthesize existing findings on the influence of community participation in sustainable tourism development; (2) to identify key conceptual and empirical gaps within the current body of literature; and (3) to propose directions for future research and practice in tourism governance at the local level. Through this review, we aim to address the fragmentation of existing knowledge and provide a comprehensive analysis of the mechanisms underpinning community-supported tourism development.

To develop a more robust understanding of this approach to tourism development on a global scale, a comprehensive review of the scientific literature will be conducted, based on a systematic analysis of relevant empirical and theoretical studies—including existing review articles in the field—with a specific focus on the interrelation between local community engagement, economic growth, social cohesion, and the benefits and effective strategies of collaborative tourism governance.

The main research question guiding this review is: How does collaborative tourism governance involving local communities influence their attitudes towards participation, perceived benefits, and the effectiveness of sustainable tourism development across diverse contexts?

This review employs a qualitative content analysis of peer-reviewed empirical and theoretical studies, including systematic reviews, published between 2000 and 2024, selected through defined inclusion criteria across major databases (Scopus, Web of Science).

The article is structured as follows: the next section outlines the theoretical foundations of community-based tourism; this is followed by an analysis of three recent review articles and a synthesis of selected empirical studies. The final sections discuss key findings,

theoretical implications, and directions for future research and practice.

Theoretical Framework

Tourism is a key generative industry that contributes to economic development through both direct and indirect job creation (Sharpley, 2020). However, tourism is not simply an engine for economic growth and development. When properly managed, tourism also has the potential to improve the satisfaction of community members, improve and diversify their productive capacity, conserve the environment, and preserve local cultures and heritage (Dodds et al., 2018; Suriyankietkaew et al., 2022).

The World Tourism Organization defines tourism as a social, cultural, and economic phenomenon involving the movement of people to countries or places outside their usual environment for special and business purposes. Rational and balanced tourism development policies can be one of the key factors in successfully mitigating crisis trends in rural areas in many countries (Romao et al., 2017).

Tourism management can be viewed from two perspectives, horizontal and vertical. The horizontal view divides tourism management into three areas: the local context, the regional context, and the national context (Bramwell and Lane, 2011). Collaborative tourism management addresses changes and challenges in the development of tourist facilities that benefit numerous stakeholders within the community development scheme (Keyim, 2018).

Encouraging active rural communities in the management of rural tourism by harnessing existing potential should be encouraged to enhance their economy, enabling the successful implementation of community-based tourism concepts. Indeed, it has been proven that community-based tourism development enhances rural economic growth (Johnson, 2010). Collaboration between the private and public sectors is expected to enhance tourism development by transferring knowledge from all involved stakeholders to fulfill common interests (Gori et al., 2021).

Community-based tourism (CBT) is purported to be an alternative form of mass tourism based on relationships with local communities (Tomas et al., 2011). It could be said that Murphy's work (1985), *Tourism: A Community Approach*, clearly expresses the theory of community involvement, which truly becomes the centre of

sustainable tourism development solutions. While there's no single definition of CBT, Murphy (1985) described it as a way to organise tourism that prioritises the environment, culture, and society. CBT is community-owned and managed, allowing both the community and tourists to learn about and experience the local way of life.

López-Guzmán et al. (2011) cite four objectives of CBT: (1) CBT must positively impact the preservation of natural resources and culture; (2) CBT must ensure the socio-economic development of local communities; (3) with proper planning and tourism by the management board, the number of community-owned businesses must increase; and (4) a level of quality related to tourists' experience visiting the area must be established. CBT must combine three factors to operate effectively and sustainably: (1) support and collaboration of the local population; (2) preservation of the cultural identity of people and the local environment; (3) maximum benefit is intended for the local population (Russell, 2000).

The Law on the Promotion of Tourism Development in Slovenia (ZSRT-1) assigns planning, organizing, and implementing policies to promote tourism development at the level of tourist areas are the responsibility of municipalities. Local communities play a very important role in the operation and development of tourism in Slovenia. In addition to financing destination organizations and performing tasks prescribed in ZSRT-1, they also ensure the general infrastructure of destinations. By preparing spatial strategic and implementation acts, they significantly influence the possibilities for tourism development and investment. The organizational and legal forms of destination organizations are highly diverse and difficult to compare. Therefore, models of task implementation in tourist areas vary greatly, largely depending on the level of development and maturity of each destination (Slovenian Tourism Strategy 2022–2028, 2022).

Methodology

This study adopts an integrative literature review approach, employing qualitative content analysis to synthesise existing research on community participation in sustainable tourism. The main research question guiding this review is: How does collaborative tourism governance involving local communities influence their attitudes towards participation, perceived benefits, and

the effectiveness of sustainable tourism development across diverse contexts?

Content analysis, as defined by Krippendorff (2019), was applied to draw valid, replicable insights from the textual data. To enhance rigour and transparency, the study followed the PRISMA 2020 guidelines for systematic reviews (Page et al., 2020).

The bibliographic databases Scopus and Google Scholar were searched via remote access through Alma Mater Europaea. A set of selected keywords—local community, municipality, community-based tourism, rural tourism, and community participation—was used (Table 1). These were combined using Boolean operators (AND, OR) to refine the search logic and reduce noise.

The following steps were undertaken before the final selection of the articles (Figure 1): 1) Searching and downloading articles from Scopus and Google Scholar databases, 2) evaluating article titles for initial selection, 3) evaluating abstracts and using the Mendeley application for easier overview of selected articles, 4) conducting a systematic literature review.

Using carefully chosen keywords related to our research topic, we identified 224 articles in the search databases. After an initial review to ensure full-text access and eliminate duplicates, we screened the titles of 57 articles, focusing on those that addressed tourism development in relation to local communities. We then read the abstracts of these objectives, and assessed their relevance to our study. Finally, based on these criteria, we selected 24 articles for full analysis (Table 2).

As part of the systematic literature review, three scholarly review articles (Table 3) were also selected to serve as a conceptual foundation for the thematic categorization and the development of the analytical framework. The inclusion of these sources enabled a structured examination of the literature and contributed to greater consistency and analytical depth throughout the review.

The selected articles encompass empirical and theoretical studies focused on community involvement in rural tourism, spanning multiple geographic regions and socio-economic contexts. Key metadata such as year of publication, research design, and regional focus were recorded and tabulated. The findings were then thematised and synthesised into structured categories, enabling an in-depth understanding of the mechanisms and outcomes of community-based tourism initiatives.

Figure 1
Literature Review Results Using the PRISMA Methodology

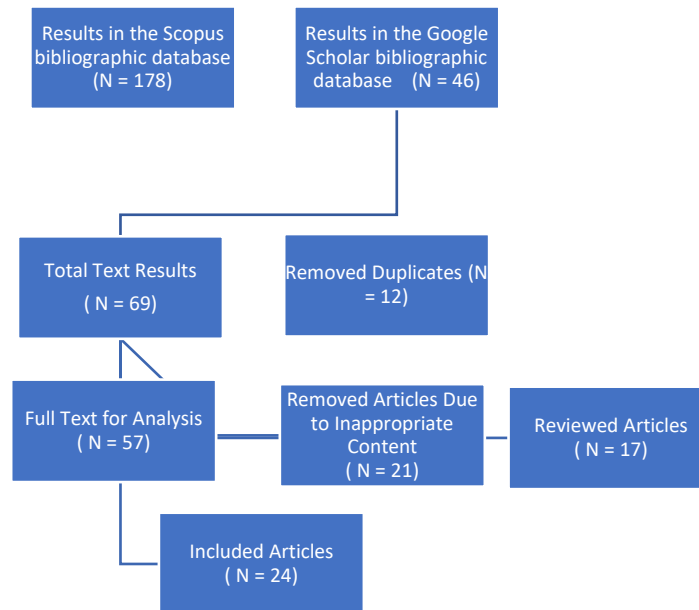


Table 1
Inclusion and Exclusion Criteria for Article Selection

Criterion	Inclusion Criterion	Exclusion Criterion
Area	Collaborative management in rural tourism	Other
Time Criterion	2020–2024	Before 2020
Language	English	Other languages
Access	Full text	Abstracts, descriptions, short reports
Publication Type	Published articles (original, scientific, technical)	Published articles – popular, unpublished material, review articles

Research Results

The systematic literature review aims to explore existing theoretical frameworks, empirical studies, and practical examples related to the role of communities in tourism development, particularly in smaller local communities. By identifying key success factors, challenges, and research gaps, this review seeks to contribute to a better understanding of the dynamics and significance of the community involvement in tourism development. Furthermore, it justifies the need for further research in this area.

Through a systematic literature review, we identified 24 relevant articles for analysis, which are displayed in Table 2. The table presents the selected articles, including author, title, data collection method, research sample, research purpose, and main findings. An integrative literature review was conducted using a descriptive approach and tabulation for data analysis.

To ensure our analysis reflects the latest developments, we limited the selection to articles published from 2020 onwards. While some older review articles were identified, our focus is on the current research. Furthermore, the global significance of this topic is further emphasised by the diverse locations of the authors and research studies, spanning various continents. The selected articles employed a variety of methodological approaches to explore collaborative tourism management. Seven studies utilised a mixed-methods approach, combining both qualitative and quantitative data. Seven studies relied solely on quantitative methods, while the remaining nine employed qualitative methods. Aligned with the research objectives, the findings are categorised into three key themes: 1) Attitudes towards collaborative tourism management, 2) Benefits of collaborative tourism management, and 3) Strategies for effective collaborative tourism management.

Table 2
Original articles results

	Authors and Titles	Methodology and Research	Research Purpose	Research Findings
1	Ketut, N., Ab, A., & Suwena, K. (2022). Local Community Participation in Management of Tourism Villages: A Case Study of Penglipuran Village In Bali. <i>Journal of Positive School Psychology</i> , 6(10), 3723–3736.	Qualitative and quantitative method (observation, interviews, and questionnaires). N = 100	The study examined the local community's perception of tourism development and their involvement in tourism management in Penglipuran village, Bali. The research aimed to understand how active community participation impacts the village's sustainable tourism development. Ideally, tourism development should strongly support the preservation of community traditions, culture, local wisdom, and environmental sustainability. Additionally, it should improve the community's economy and create new business opportunities.	Active participation by the local community in tourism management has a positive impact on the sustainability goals of tourism development, particularly in the area of environmental conservation. Community control and fair distribution of benefits derived from tourism activities are also fostered by local participation.
2	Tefera, O. (2020). The involvement, perceptions and challenges of the community in rural tourism development: A case of the Isithuba Village in eThekweni.	Quantitative method (questionnaire). N = 183	The study examined community involvement, perceptions, and challenges related to rural tourism development in Isithuba village, eThekweni. It further investigated how the community can participate in such development and the obstacles hindering their involvement.	Communities play a vital role in the development of rural tourism; however, their level of influence in decision-making processes varies depending on the chosen participatory method. Positive outcomes include job creation, leading to a subsequent reduction in poverty. In this context, fostering community awareness and maximising their involvement are crucial.
3	Priyanka, P. S., Devarani, L., & Scholar, P. (2022). Capturing Community Participation in Rural Tourism through PRA: A Study in Meghalaya. <i>Indian Journal of Extension Education</i> , 58(2), 35–41.	Qualitative method (interviews and observation). N = 48	The study focused on identifying, analysing, and characterising community stakeholders in rural tourism in Mawlynnong and Sohliya villages, Meghalaya, India. Simultaneously, the purpose of the research was to recommend appropriate measures to enhance community participation.	Identifying community participants (local residents, farmers, agricultural cooperatives) showed a positive impact of tourism activities on these groups. However, to achieve successful and sustainable collaboration, several actions are necessary: strengthening weak connections, establishing tourism enterprises, linking farms, and implementing strategic planning.
4	Utomo, S. H., Wulandari, D., Narmaditya, B. S., Ishak, S., Prayitno, P. H., Sahid, S., & Qodri, L. A. (2020). Rural-based tourism and local economic development: Evidence from Indonesia. <i>Geojournal of Tourism and Geosites</i> , 31(3), 1161–1165.	Qualitative and quantitative method (interviews and questionnaire). N = unknown	The study explores the relationship between rural tourism and well-being of the local community in Batu, East Java. To assess the current stage of rural tourism development, the research employed a rapid local economic development assessment.	The results reveal a strong link between rural tourism and the local community. This is due to essential role community members play in tourism development. Successful development requires synergy between policymakers, universities, communities, and entrepreneurs. In this context, developing a model for rural tourism development could be highly beneficial.
5	Ariyani, N., Fauzi, A., & Umar, F. (2023). Predicting determinant factors and development strategy for tourist villages. <i>Decision Science Letters</i> , 12(1), 137–148.	Qualitative method. N = 134	The study addresses the development of tourist villages and the search for appropriate development strategies, particularly in the Kedung Ombo area in Central Java and generally across Indonesia [1]. The research collected profiles of tourist villages in Indonesia, analysed them using machine learning techniques, and identified key success factors for the development of tourist villages.	Successful tourist village development depends on several key factors, including community involvement, government support, critical success factors, and infrastructure such as accommodations and information and communication technology. The study emphasises that successful tourist village development should focus on future direction, infrastructure support, strong institutions, and collaborative partnerships.

Continuation of Table 2
Original articles results

	Authors and Titles	Methodology and Research	Research Purpose	Research Findings
6	Mulaudzi, D. J., Francis, J., Zuwarimwe, J., & Chakwizira, J. (2023). Major criteria of credible integrated development planning in local government: city of Mbombela, Ehlanzeni District, South Africa. <i>International Journal of Public Leadership</i> , 19(4), 316–338.	Qualitative and quantitative method (interviews, workshops, and questionnaire). N = 193	This study examines the need for an integrated development planning process in Mbombela municipality. It explores the impact of stakeholders on public leadership and service delivery, while also investigating perspectives and opinions regarding the development planning process and its influence on service provision.	The main findings of the study include recommendations for strengthening integrated planning in local governance. These are: stakeholder participation and ownership, leadership and accountability, impact and outcome orientation, compact value chain, and monitoring and evaluation.
7	Widawski, K., Krzemińska, A., Zaręba, A., & Dzikowska, A. (2023). A Sustainable Approach to Tourism Development in Rural Areas: The Example of Poland. <i>Agriculture</i> , 13(10), 2028.	Qualitative method (document analysis).	This study analyses the sustainable development of rural tourism, focusing on the utilization of local resources and the role of sustainable policies and appropriate governance. It also examines examples of successful communities that exemplify these principles.	The research identified solutions such as activity diversification and a sustainable approach for rural tourism development. Long-term success in rural tourism depends on community embracing tourism while preserving its cultural identity and character. Key to this approach are community involvement with a bottom-up approach, leveraging local social capital, and fostering ongoing engagement with the local community.
8	Pazhuan (Panahandeh Khah), M., Moradpour, N., Beishami, B., Värnik, R., Parra-Acosta, Y. K., Skominas, R., Pour, M., & Azadi, H. (2023). Do Inhabitants' Perceptions Support Tourism Sustainability? The Case of Khorramabad in Iran. <i>Sustainability</i> , 15(14), 10926.	Quantitative method (Questionnaires). N = 383	This study examines the impact of local residents' perceptions and their level of involvement on the sustainable development of tourism. The aim of the study is to determine how the opinions and involvement of the local community affect the development of a sustainable tourism industry.	A key finding of the study highlights the importance of locals perceiving tourism as beneficial. This recognition fosters a sense of ownership and leads residents to be more willing to participate in tourism planning and activities. Furthermore, understanding and incorporating the perspectives of local communities is crucial for the planning and development of sustainable tourism.
9	Obradović, S., & Tešin, A. (2023). Local Communities' Perceptions of Tourism Planning in Natural Areas. <i>Tourism and Hospitality</i> , 4(2), 336–354.	Quantitative method (Questionnaires). N = 580	This research examines local residents' attitudes towards the environmental impact of tourism and their satisfaction with tourism planning in Tara National Park, western Serbia. The study aims to understand how local residents perceive tourism and how these perceptions affect their lives.	The research emphasizes the significant role local communities play in the tourism industry's growth. Their involvement is one of the most effective tools for balanced development and preservation. Thorough tourism planning, with strong community involvement, can reduce potential negative impacts. This requires effective communication between local authorities and residents.
10	Alamineh, G. A., Hussein, J. W., Endaweke, Y., & Tadesse, B. (2023). The local communities' perceptions on the social impact of tourism and its implication for sustainable development in Amhara regional state. <i>Heliyon</i> , 9(6).	Qualitative and quantitative method (observation, interviews, and questionnaires). N = 300	This study explores the social impacts of tourism in Ethiopia's Amhara region. It aims to identify key challenges and opportunities related to tourism development, understand local communities' perceptions of tourism's social impacts, and assess how tourism can contribute to local economic and social development.	The research findings reveal a positive attitude among the local population. However, good management and a participatory approach are crucial for developing social services at tourist destinations. The research has documented positive social impacts, such as expanded hotel facilities, improved infrastructure, increased access to electricity, internet, banking services, and other amenities. After all, tourism development should strive to create a better life for all, and this necessarily requires the involvement of all local stakeholders.

Continuation of Table 2

Original articles results

	Authors and Titles	Methodology and Research	Research Purpose	Research Findings
11	Azwar, H., Hanafiah, M. H., Ghani, A. A., Azinuddin, M., & Shariffuddin, N. S. M. (2023). Community-Based Tourism (CBT) Moving Forward: Penta Helix Development Strategy Through Community Local Wisdom Empowerment. <i>Planning Malaysia</i> , 21(1), 72–88.	Qualitative method (document analysis).	This research explores the potential of a collaborative model among various stakeholders as a successful strategy for developing Community-Based Tourism (CBT). It emphasizes the key role stakeholders play in fostering local community involvement in CBT development. Furthermore, the article identifies gaps in current CBT practices and reflects on the relationship between tourism and local community involvement in CBT development.	This study demonstrates that a collaborative model among various stakeholders is a promising strategy for developing community-based tourism (CBT). However, the research also identified three key gaps in current CBT practices: deficiencies in top-down tourism development planning, the need for greater collaboration between the community and tourism stakeholders, and a lack of integration of the community's local wisdom. The importance of incorporating this local wisdom into sustainable CBT development was strongly emphasized.
12	Guerra, T., Moreno Pacheco, M. P., Araújo de Almeida, A. S., & Vitorino, L. C. (2022). Authenticity in industrial heritage tourism sites: Local community perspectives. <i>European Journal of Tourism Research</i> , 32.	Qualitative method (questionnaire). N = 389	This study examines how the local community perceives authenticity and its influence on their support for tourism development in the area. It also explores the community's values regarding tourism and their identification with the industrial heritage tourism goals. Additionally, the research investigates how management and development strategies for industrial heritage tourism can address the needs and expectations of the local community.	This research confirms that using management models aligned with community interests fosters acceptance of tourism development through meaningful community engagement. This approach fulfils the demands of tourists while enabling local communities to preserve their heritage. Understanding heritage authenticity within the community is particularly valuable for establishing a model of participatory tourism development strategies.
13	Chatkaewnapanon, Y., & Lee, T. J. (2022). Planning Sustainable Community-Based Tourism in the Context of Thailand: Community, Development, and the Foresight Tools. <i>Sustainability (Switzerland)</i> , 14(12).	Qualitative method (workshops). N = 50	The study aimed to provide the local community with practical tools for shaping their own future development through an understanding of tourism and its impact on their community. The research sought to emphasize the need to understand the possibilities and consequences of tourism as a community.	Local communities have the ultimate say in whether tourism development proceeds. This underlines the importance of their active participation in the process. Collaboration between the community and its residents is crucial for shaping their own future and ensuring sustainable tourism practices. Raising community awareness about the requirements for sustainable tourism development is also essential.
14	Halim, M. A., Mawa, M. J., Deb, S. K., & Nafi, S. M. (2022). Local Community Perception about Tourism Impact And Community Support for Future Tourism Development: A Study on Sylhet, Bangladesh. <i>Geojournal of Tourism and Geosites</i> , 44(4), 1260–1270.	Quantitative method (questionnaire). N = 330	The aim of the study was to examine the local community's perception of the impact of tourism and community support for the future development of tourism in the Sylhet region, Bangladesh.	Economic, social, and environmental impacts of tourism can alter the quality of life for residents, shaping their perception of tourism development and their level of support. The research identified areas where the local community could take further action to cultivate a more positive attitude towards tourism development among residents. Therefore, policymakers should focus on community well-being to promote tourism growth that maximizes benefits for residents.

Continuation of Table 2
Original articles results

	Authors and Titles	Methodology and Research	Research Purpose	Research Findings
15	Kurniawan, E., Astuti, T. M. P., & Syifauddin, M. (2022). Community Participation in Creating Sustainable Community-Based Tourism. Visions for Sustainability, 17.	Qualitative method (case study, observation, interviews).	This study analyses the role of the Karimunjava community in creating sustainable tourism. It emphasizes the importance of active community involvement throughout the process, from planning and implementation to monitoring. The research also examines how spontaneous community participation can contribute to successful sustainable tourism development.	The research revealed that community participation is a dynamic interplay between spontaneous and triggered involvement. A crucial process for sustainable tourism is enhancing community capacity and social capital. This can be achieved by maximizing the participation of local residents in the planning, implementation, and monitoring phases to ensure effective collaboration.
16	Bello, F. G. (2021). Community Participation in Tourism Planning at Majete Wildlife Reserve, Malawi. Quaestiones Geographicae, 40(4), 85–100.	Qualitative method (interviews and observation). N = 36	This study examined local resident involvement in the tourism planning process, exploring methods used, benefits gained, the role of resident organizations, and existing barriers to participation. It further aimed to identify positive aspects of community involvement and areas for improvement.	Active participation and representation of local residents in tourism planning, implementation, and evaluation are crucial for success. This fosters ongoing collaboration, which necessitates investment in informational, human, and material resources. Successful outcomes depend on mutual understanding and the local community's commitment to development. Achieving this requires treating local residents as partners during the planning process.
17	Litheko, A., & Potgieter, M. (2021). Rural Community Perception of Tourism Development: A Strategic Tool in Rural Development. African Journal of Hospitality, Tourism and Leisure, 10(4), 1452–1465.	Quantitative method (questionnaires). N = 800	The aim of the study was to gather community perspectives on tourism development, particularly their perceptions and attitudes towards it. The study sought to explore how the community perceives tourism development and what their attitudes are towards this development.	Understanding how the community perceives the benefits of tourism development is crucial as it influences their support and the likelihood of sustainable tourism development. A positive attitude among residents will strengthen their involvement and support for tourism development. Among the benefits that respondents associated with tourism development were employment opportunities and entrepreneurship opportunities.
18	Alim, A., Jee, T. W., Voon, M. L., Ngui, K. S., & Kasuma, J. (2021). Tourism Development through Communities' Support: Rural Communities' Perspective. Geojournal of Tourism and Geosites, 39, 1473–1482.	Quantitative method (questionnaires). N = 266	This study analyzes the implementation of Community-Based Tourism (CBT) in a tourist village, examining the local population's perspective. It explores how they perceive and evaluate the implementation of CBT and analyzes five factors influencing the development of tourist villages.	The research sought to determine how the community perceives tourism development and their attitude toward it. Understanding how the community perceives the benefits of tourism development is crucial, as it affects support for and the likelihood of sustainable tourism development. A positive attitude from residents will enhance their involvement and support for tourism development. Among the benefits associated with tourism development were employment opportunities and opportunities for entrepreneurship.

Continuation of Table 2

Original articles results

	Authors and Titles	Methodology and Research	Research Purpose	Research Findings
19	Oka, I. M. D., Murni, N. G. N. S., & Mecha, I. P. S. (2021). The community-based tourism at the tourist village in the local people's perspective. <i>Geojournal of Tourism and Geosites</i> , 38(4), 977–996.	Qualitative and quantitative method (observation, interviews, and literature review). N = 200	This study analyses the implementation of Community-Based Tourism (CBT) in a tourist village, examining the local population's perspective. It explores how they perceive and evaluate the implementation of CBT and analyses five factors influencing the development of tourist villages.	The research found that implementing Community-Based Tourism (CBT) has positively impacted the lives of the local population. This suggests that CBT has delivered tangible benefits for residents. As a successful tourist destination, the village has demonstrably achieved positive economic, social, cultural, environmental, and political outcomes for the local community.
20	García-Delgado, F. J., Martínez-Puche, A., & Lois-González, R. C. (2020). Heritage, tourism and local development in peripheral rural spaces: Mértola (Baixo Alentejo, Portugal). <i>Sustainability</i> , 12(21), 9157.	Qualitative method (interviews) N=5	The research focuses on the relationship between heritage preservation, tourism, and local development in peripheral rural areas of Portugal.	The research highlights challenges such as limited local community involvement, stakeholder rivalries, and a lack of coordinated approaches. Key findings emphasize the need for integrated planning, the inclusion of both public and private stakeholders, community education, and the prevention of heritage commodification.
21	Havadi Nagy, K. X., & Espinosa Segui, A. (2021). Experiences of community-based tourism in Romania: chances and challenges. <i>Journal of Tourism Analysis: Revista de Análisis Turístico</i> , 28(2), 155–170.	Qualitative method (interviews, field observations, and informal discussions)	The purpose of the research was to analyze community-based tourism (CBT) initiatives aimed at involving local communities, as well as to identify the opportunities and challenges these projects face in rural Romania.	The research shows that local community involvement is crucial for the success of CBT projects in rural Romania. Villages with higher levels of participation (e.g., Viscri, Sâncraiu) achieved better outcomes. Despite strong tourism potential, challenges such as political apathy and institutional weaknesses persist. CBT can become a model for sustainable development if it is grounded in active community engagement and respect for local resources.
22	Cáceres-Feria, R., Hernández-Ramírez, M., & Ruiz-Ballesteros, E. (2023). Depopulation, community-based tourism, and community resilience in southwest Spain. <i>Journal of Rural Studies</i> , 102, 63–72.	Qualitative and quantitative method (analysis of secondary sources, in-depth interviews, and observation).	The aim of the study was to examine how community-based tourism (CBT) can contribute to community revitalization and increased resilience in rural areas affected by depopulation. The research focused on southwest Spain.	The research confirms that <i>community-based tourism</i> (CBT) significantly contributes to the revitalization of rural communities. Key impacts include strengthening of social ties, restoration of vacant homes, mitigation of negative demographic trends, mobilization of local resources, and enhancement of community resilience. CBT has proven to be an effective tool for reactivating local life and supporting adaptation to social change.
23	Panzer-Krause, S. (2022). Rural tourism in and after the COVID-19 era: "Revenge travel" or chance for a degrowth-oriented restart? Cases from Ireland and Germany. <i>Sustainability</i> , 14(21), 14249.	Qualitative method (document analysis).	The main purpose of the research is to understand the impact of the COVID-19 pandemic on the development of rural tourism in Europe and to examine the possibilities and pathways toward a sustainable future for these destinations.	Community- Based tourism (CBT) in rural areas can significantly contribute to sustainable development, especially during crises such as the COVID-19 pandemic. Community- Based tourism (CBT) in rural areas can significantly contribute to sustainable development, especially during crises such as the COVID-19 pandemic. Key success factors include active community participation, sustainable strategies, support from local stakeholders, and alignment of interests between the community and the tourism sector.

Continuation of Table 2
Original articles results

	Authors and Titles	Methodology and Research	Research Purpose	Research Findings
24	Polukhina, A., Sheresheva, M., Efremova, M., Suranova, O., Agalakova, O., & Antonov-Ovseenko, A. (2020). The Concept of Sustainable Rural Tourism Development in the Face of COVID-19 Crisis: Evidence from Russia. <i>Sustainability</i> , 12(22), 9448.	Qualitative (analysis of secondary sources) and quantitative methods, (interviews N = 9 and questionnaire N = 225).	The research aimed to explore sustainable rural tourism development in Russia and develop indicators to monitor local development program effectiveness, focusing on national and regional specifics, primarily by understanding stakeholder views such as entrepreneurs, local authorities, and residents.	The study emphasizes that successful development of community-based tourism in Russia requires a supportive environment, active community involvement, and effective monitoring and measurement of sustainable practices. Only through these elements can long-term sustainability be ensured, benefiting all stakeholders in rural areas.

Source: Author's compilation

Table 3
Review articles results

	Authors and Titles	Methodology and Research	Research Purpose	Research Findings
1	Krittayaruangroj, K., Suriyankietkaew, S., & Hallinger, P. (2023). Research on sustainability in community-based tourism: A bibliometric review and future directions. <i>Asia Pacific Journal of Tourism Research</i> , 28(9), 1031–1051.	Qualitative method (document analysis).	The bibliometric review aimed to examine how the concept of sustainability has been applied to refine community-based tourism (CBT), analysing its growth, geographical distribution, and thematic evolution.	Interest in sustainable CBT increased significantly after 2010, mainly driven by developing countries, with Chinese scholars contributing most. Three thematic streams were identified: eco- and community tourism, tourism and sustainable communities, and rural tourism and development.
2	Salouw, E., Setiawan, B., Roychansyah, M. S., & Sarwadi, A. (2024). Bibliometric analysis of tourism and community participation research: A comparison of Scopus and Web of Science databases. <i>International Journal of Sustainable Development and Planning</i> , 19(4), 1415–1422	Qualitative method (document analysis).	The study conducted a bibliometric analysis of tourism and community participation research, comparing the coverage, overlap, and unique contributions of Scopus and Web of Science. It aimed to assess research growth, thematic coverage, and identify influential authors and institutions.	Research in tourism and community participation has grown steadily, especially in the last decade. Key themes include sustainable development, stakeholder engagement, and socio-economic impacts on local communities. Studies from developing countries, notably China, strongly influence the field, reflecting local needs and policy priorities. The field is evolving toward more context-specific and inclusive tourism models.
3	Prakoso, A. A., Pradipto, E., Roychansyah, M. S., & Nugraha, B. S. (2020). Community-based tourism: Concepts, opportunities and challenges. <i>Journal of Sustainable Tourism and Entrepreneurship</i> , 2(2), 95–107.	Qualitative method (document analysis).	This study explores the core principles, opportunities, and challenges of Community-Based Tourism through an extensive literature review. Its goal is to clarify the CBT framework, identify its potential benefits and barriers, and provide insights to guide both academic research and tourism policy-making from a community perspective.	CBT is tourism owned and managed by local communities, delivering direct socio-economic benefits. Core values include participation, empowerment, ownership, and social capital, with culture as a key attraction. It offers an alternative to mass tourism, supports sustainability, and reduces poverty. Challenges include unrealistic expectations, demographic changes, conflicts of interest, external dependency, unclear ownership, and limited local capacity.

Source: Author's compilation

Discussion

Numerous researchers suggest that the community should be involved in the decision-making process. Stakeholder collaboration at all project levels ensures

successful and sustainable rural tourism activity (Priyanka et al., 2022). Results indicate that rural tourism is closely linked to the local community due to the necessity of community involvement in tourism development (Utomo et al., 2020). However, simply

having the local population participate is not enough. Active participation of the local community, particularly in decision-making, is crucial. Therefore, it is necessary to reconcile the priorities of the local community and the broader population (Maluadzi et al., 2023). It is crucial to understand the perceptions of local residents regarding tourism development, which will benefit both tourists and locals. The economic, social, and environmental impacts of tourism affect the quality of life of residents, changing the community's perception and support for tourism development (Halim et al., 2022). Community support for tourism development is linked to both personal benefits and positive effects for the community. A positive attitude among community members leads to greater involvement and support for the development process, which ultimately enhances the quality of services and experiences offered to tourists. (Litheko & Potgieter, 2021). The positive relationship of the population is manifested through pride in numerous tourist visits, where tourists witness traditions and culture passed down from generation to generation by the community (Ketut et al., 2022). When residents are not sufficiently involved in development, they are unaware of plans, and consequently, they are not supportive (Tefera, 2020). The lack of collaboration often leads to conflicts, unclear accountability, and ineffective governance processes (García-Delgado, Martínez-Puche, and Lois-González 2020). It is important to local residents that tourism contributes to expanding and improving social services at the destination. However, its contribution varies from one destination to another (Alamineg et al., 2023). The research demonstrates that residents' perceptions and local participation, both positive and negative, have an impact on tourism development. At the same time, it was found that highly positive perceptions had a deeper impact through collaboration and indirect support for tourism (Pazhuan (Panahandeh Khah) et al., 2023).

Numerous studies have examined the benefits of community-based tourism development. Involving the community in decision-making in tourism development is essential to ensure the benefits that local communities receive from tourism. The local community ultimately decides whether it wants tourism development. Once that decision is made, it is crucial for the development process to receive the attention and participation of the local residents (Chatkaewnapanon & Lee, 2022). This type of tourism strongly supports the preservation of community traditions and culture, local wisdom, and environmental conservation. It enhances the economic community, opens up business opportunities, attracts the workforce, and improves community well-being (Ketut et

al., 2022). One of the key benefits is the encouragement of collective action and the reactivation of social interaction among residents. This strengthens community ties and enhances social life (Cáceres-Feria, Hernández-Ramírez, and Ruiz-Ballesteros 2023). Tourism contributes to the expansion and improvement of hotel, road, air, telecommunication, and internet services for various tourists. Destinations offer different levels and types of services. Tourism can create employment opportunities at all social levels (Alamineh et al., 2023). In addition to contributing to the development of the authenticity concept, it is beneficial from a theoretical perspective to explain residents' behavioural intentions and their stance on tourism development based on their physical and emotional proximity to industrial heritage (Guerra et al., 2022). Implementing a sustainable strategy should involve organizing the local community around the goal and ensuring that all participants are aware of the benefits and risks of relying on tourism (Widawski et al., 2023). Tourism development, especially ecotourism, can contribute to the preservation and conservation of the local environment and cultural heritage while simultaneously raising the living standards of local residents. To achieve this, national parks, tourism organisations, and government representatives should provide locals with access to information about tourism development and enable their participation in decision-making processes. They should also educate them about the potential negative impacts of tourism (Obradović & Tešin, 2023). Statistical tests show that five factors, namely economic, social, cultural, environmental, and political factors, significantly contributed to the implementation of CBT in tourist villages. This positive impact on various aspects suggests that local residents truly benefit from the implementation of CBT in the local environment (Oka et al., 2021).

Proposed frameworks can guide future research and suggest links between tourism initiatives, poverty levels, and economic, socio-cultural, and environmental conditions. Research suggests that the importance of capacity, management, technology, local businesses, and community incentives are key variables in supporting rural tourism and local economic development (Utomo et al., 2020). Local communities should be involved in tourism planning as early as possible, ideally from the preparatory phases, throughout the development and implementation process, to monitoring and evaluation (Bello, 2021). To increase scalability, an appropriate strategy is essential. Achieving this requires synergy between local and national policies for changing and evaluating existing planning processes. Attention should be paid to three dimensions: target group, management

process, policy direction, and synergy (Utomo et al., 2020). Residents will only benefit if they are directly involved, which requires informing them, inviting them to project meetings, and showcasing examples of good practice. The local community should also be empowered to propose projects in which they can actively participate (Tefera, 2020). Sustainable tourism development will only be successful if full and spontaneous cooperation among stakeholders is achieved. This cooperation enables people to recognize their needs, solve their problems, gain direction and goals with their specific strategies, and fully participate in the tourism agenda, thereby increasing profits over time and returning them to the community (Kurniawan et al., 2022). To achieve this cooperation, weak connections between stakeholders need to be identified and strengthened. This collaborative approach helps them in strategic planning for development with optimal participation and consequently benefits for community members. Ideas for collaboration include establishing a local business or cooperative to ensure everything needed for sustainable cooperation (Priyanka et al., 2022). One example of fostering this cooperation is the provision of entrepreneurial programs and training by the local community. This focus on empowering residents was the fundamental reason for the increase in economic prosperity (Utomo et al., 2020). The study proposes four alternative strategies for rural tourism: the development of digital tourist villages, infrastructure strengthening, institutional strengthening, and social empowerment. The successful implementation of these strategies requires careful consideration of existing conditions in tourist villages and environmental requirements (Ariyani et al., 2023). The key is community involvement with a bottom-up approach, local social capital, and engagement with the local community. One such tool is a sustainable approach to rural tourism, which enhances the quality and attractiveness of offerings with the aim of preserving the culture and character of the community (Widawski et al., 2023). One of the applied methods involves the establishment of a social contract, which, through regular monthly meetings, regulates tourism governance and imposes limitations on tourism activities during peak season in order to maintain a balanced coexistence with the local community (Havadi Nagy & Espinosa Segui, 2021). Three gaps were identified in community tourism: deficiencies in top-down tourism development planning, the need for greater collaboration between the community and tourism stakeholders, and a lack of incorporation of local community wisdom (Azwar et al., 2023). It is important for decision-makers to strive for a community-based approach to identify and gain a better understanding of residents' perspectives on

authenticity before making decisions. This achieves a balance between stakeholder goals and residents' needs (Guerra et al., 2022). In any case, such an approach requires effective coordination, stakeholder support, and inclusive engagement to genuinely contribute to the long-term resilience and sustainability of the tourism destination (Panzer-Krause, 2022).

A comprehensive review of existing research, conducted by scholars worldwide, provides valuable insights into tourism development practices across various regions. Our literature review focused specifically on the relationship between stakeholders in tourism management, the benefits of collaboration, and effective methods for collaborative approaches.

Attitudes Towards Collaborative Tourism Management

An increasing number of studies emphasize the critical role of involving local communities in tourism decision-making. Research by Priyanka et al. (2022) shows that multi-level stakeholder engagement enhances the sustainability and effectiveness of rural community-based tourism (CBT) initiatives. Utomo et al. (2020) underline that CBT intrinsically involves the local population not just as participants but as co-creators of development strategies, aligning with review findings highlighting CBT's contribution to local autonomy, social cohesion, and sustainable growth through active community governance (Prakoso et al., 2020).

Mulaudzi et al. (2023) stress the importance of aligning the interests of local authorities and residents, noting that genuine participation transcends mere consultation. Residents' perceptions—shaped by economic, social, and environmental impacts—directly affect their support for CBT (Halim et al., 2022). Positive perceptions related to job creation and community pride increase local backing (Litheko & Potgieter, 2021; Ketut et al., 2022), while lack of information or involvement can generate resistance and mistrust (Tefera, 2020). Successful CBT implementation depends on inclusive engagement of diverse stakeholders—public institutions, private sector, and civil society—and the cultivation of social capital, such as trust and shared responsibility (Krittayarungroj et al., 2023; Salouw et al., 2024).

Benefits of Collaborative Tourism Management

Extensive literature confirms that community involvement ensures local populations benefit materially and socially from tourism. Chatkaewnapanon and Lee (2022) note that community support ultimately

determines CBT success, requiring active participation throughout development.

CBT supports preservation of local traditions, cultural heritage, indigenous knowledge, and environmental sustainability (Ketut et al., 2022). Economically, it promotes growth by creating business opportunities, attracting labor, and improving community well-being. Cáceres-Feria et al. (2023) demonstrate how CBT revitalizes social cohesion by fostering collective action and renewing social interactions.

Infrastructure improvements in transportation, accommodation, telecommunications, and internet services benefit residents and visitors alike (Alamineh et al., 2023). Employment generation across social strata promotes broader socio-economic upliftment. These findings echo reviews that identify job creation, income increase, and reduced social inequalities as core CBT benefits, alongside cultural heritage preservation and environmental protection through local resource use (Krittayaruangroj et al., 2023; Prakoso et al., 2020). Behaviorally, Guerra et al. (2022) highlight that residents' emotional connections to local heritage shape their support for sustainable CBT, while Widawski et al. (2023) emphasize that organized, informed communities around shared goals underpin sustainability efforts.

In ecotourism, Obradović and Tešin (2023) point to the vital role of parks, tourism organizations, and governments in enabling inclusive decision-making that balances conservation and living standards.

Quantitative data from Oka et al. (2021) confirm that economic, social, cultural, environmental, and political factors significantly impact CBT success in rural villages, offering tangible benefits. Yet, institutional weaknesses, financial constraints, unclear asset ownership, youth outmigration, and aging populations remain critical challenges to sustainability and growth (Prakoso et al., 2020; Krittayaruangroj et al., 2023; Salouw et al., 2024).

Effective Collaborative Tourism Management

Frameworks in the literature link CBT initiatives to poverty alleviation and socio-economic and environmental factors. Utomo et al. (2020) identify management capacity, technological support, local business development, and community incentives as key enablers of rural CBT success.

Early and continuous involvement of local communities—from planning through monitoring—is essential (Bello,

2021). Aligning local and national policies through coordinated stakeholder engagement enhances scale and effectiveness (Utomo et al., 2020). Resident empowerment involves informing, consulting, and enabling communities to propose and lead projects (Tefera, 2020).

Sustainable CBT depends on voluntary cooperation among stakeholders, allowing communities to identify needs, solve problems, and participate actively, which leads to increased profits and environmental benefits (Kurniawan et al., 2022). Strengthening weak stakeholder connections is vital for strategic planning and maximizing community benefits, with local cooperatives playing a crucial role (Priyanka et al., 2022).

Empowerment through training and entrepreneurship programs critically improves rural economic prosperity (Utomo et al., 2020). Polukhina et al. (2020) add that raising stakeholder awareness about sustainable practices and training for engagement is fundamental. Ariyani et al. (2023) propose four strategies for rural CBT development: digitalizing tourist villages, infrastructure strengthening, institutional development, and social empowerment. Their success depends on detailed local and environmental assessments.

Community engagement via bottom-up approaches, leveraging social capital, and active resident participation enhances rural CBT quality and preserves local culture (Widawski et al., 2023). For example, social contracts regulating governance and limiting tourism during peak seasons help maintain balance with local communities (Havadi Nagy & Espinosa Segui, 2021).

Azwar et al. (2023) identify major pitfalls such as inadequate top-down planning, poor collaboration, and neglect of local wisdom. Guerra et al. (2022) stress decision-makers must understand residents' views on authenticity to balance stakeholder and community interests.

Effective CBT requires coordination, stakeholder support, and inclusive participation, which ensure destination resilience and sustainability (Panzer-Krause, 2022).

Review articles (Prakoso et al., 2020; Krittayaruangroj et al., 2023; Salouw et al., 2024) converge with our findings on the critical role of active local community participation in tourism development, leading to autonomy, cohesion, and sustainability. They also highlight the necessity of diverse stakeholder involvement, matching our emphasis on social capital

development—trust, belonging, and shared responsibility—as foundational for strategic planning and successful CBT implementation (Priyanka et al., 2022; Kurniawan et al., 2022).

Similarly, economic, social, and environmental benefits identified in reviews, such as job creation and cultural preservation, align with our evidence on collaborative management advantages (Ketut et al., 2022; Obradović & Tešin, 2023).

Both literature and our research acknowledge challenges including institutional gaps, financing limits, and unclear tourism asset ownership, alongside demographic pressures like youth outmigration and aging populations, constraining sustainable CBT growth (Prakoso et al., 2020; Krittayaruangroj et al., 2023; Salouw et al., 2024; Tefera, 2020).

Our analysis advances the field by emphasizing the urgent need for policy alignment and enhanced stakeholder capacity to scale and optimize CBT development. This complements review findings by focusing on practical collaborative management and sustainable strategies that position the community as a central driver of tourism destination sustainability.

Conclusion

This study confirms that the success and sustainability of community-based tourism (CBT) fundamentally depend on meaningful community participation and well-coordinated collaboration among stakeholders. The analysis supports the initial hypothesis: CBT initiatives are more effective and sustainable when based on trust, shared responsibilities, and inclusive decision-making processes. Community involvement must go beyond consultation to ensure local ownership and long-term commitment.

By combining a critical review of recent empirical studies (2020–2024) with comparative insights from key review articles, this research provides a deeper understanding of

the factors that shape CBT across different contexts. It offers added value by synthesizing evidence from diverse case studies to identify common challenges—such as institutional weaknesses, limited financial resources, and demographic pressures—that often hinder the scalability of CBT.

Nevertheless, the study has some limitations. It relies solely on English-language sources published in the last five years, which may exclude important earlier work and

regional research in other languages. Moreover, as this is not a primary empirical investigation, its conclusions are based on secondary data and literature interpretation.

Based on the systematic review of existing literature, several critical gaps emerge that warrant further scholarly attention to enhance the efficacy and sustainability of community-based tourism (CBT) development in rural areas.

We propose the following three focal areas for future research:

- Comparative studies on how different governance, cultural, and socio-economic factors affect community participation in tourism to better tailor policies (Utomo et al., 2020).
- Development of standardized evaluation models combining quantitative and qualitative indicators to measure impacts of community-based tourism (Oka et al., 2021).
- Research on digital tools to enhance engagement, training, and marketing in rural tourism and strengthen community sustainability (Ariyani et al., 2023).

Ultimately, this study underlines the importance of placing communities at the center of tourism development. When local populations are empowered to shape tourism in ways that reflect their needs, values, and priorities, CBT becomes not only a model for sustainable tourism, but also a mechanism for strengthening social cohesion and local resilience.

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Razvoj turizma v lokalnih skupnostih: sistematični pregled literature o razvoju turizma s sodelovalnim upravljanjem na podeželskih območjih

Izvleček

Ta celovit pregled literature raziskuje povezavo med razvojem turizma, ki temelji na skupnosti (CBT), in vključevanjem lokalnih skupnosti, pri čemer se osredotoča na sodelovalno upravljanje na podeželskih območjih. V skladu s smernicami PRISMA 2020 je bilo s kvalitativno vsebinsko analizo analiziranih 27 strokovno recenziranih člankov (24 izvirnih in 3 preglednih člankov), objavljenih v angleščini med letoma 2020 in 2024. Aktivno vključevanje lokalnih skupnosti kot soustvarjalcev izboljšuje rezultate trajnosti, spodbuja ohranjanje kulture in izboljšuje družbeno-ekonomsko blaginjo, medtem ko izzivi vključujejo institucionalne slabosti, demografske spremembe in omejena finančna sredstva. Pregled je omejen na nedavne publikacije v angleškem jeziku in sekundarne podatke, pri čemer so morebiti izpuščene starejše ali regionalne študije. Rezultati ponujajo uporabne vpogledne za oblikovalce politik, upravitelje destinacij in raziskovalce pri oblikovanju vključujočih modelov upravljanja. S povezovanjem izvirnih empiričnih študij in preglednih študij v različnih kontekstih ta pregled opredeljuje vrzeli v upravljanju in predlaga strategije, vključno s primerjalnim raziskovanjem politik, standardiziranimi okviri ocenjevanja in orodji za digitalno vključevanje, za okrepitev turizma, ki temelji na skupnosti v podeželskem okolju.

Ključne besede: lokalna skupnost, turizem, ki temelji na skupnosti, podeželski turizem, sodelovanje skupnosti