

STRENGTHENING COMMUNITY-BASED TOURISM RESILIENCE THROUGH LOCAL CAPACITY BUILDING, DIGITAL EMPOWERMENT, AND COLLABORATIVE GOVERNANCE IN TOURISM VILLAGES

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Abstract

This community engagement article develops an integrated model for strengthening the resilience of community-based tourism in tourism villages. The model responds to three recurring constraints: limited managerial and service capabilities among local actors, unequal access to digital tools and markets, and fragmented coordination among village institutions, government, businesses, universities, and community groups. A participatory action approach is proposed, combining asset and vulnerability mapping, competency-based workshops, hands-on digital mentoring, stakeholder forums, and the co-creation of a village tourism resilience action plan. The program is organised around three mutually reinforcing pillars: local capacity building, digital empowerment, and collaborative governance. Its operational outputs include a community asset map, minimum service standards, a locally controlled digital content and customer-management system, a stakeholder role matrix, and a shock-responsive action plan. The framework evaluates resilience through the capacities to anticipate risks, absorb disruption, adapt products and operations, and transform governance and livelihood arrangements. The main value of the program lies in shifting community service from one-off training toward an institutional learning process that leaves practical tools, shared decision rules, and measurable indicators under local control. The article offers an implementation-ready structure that can be adapted to tourism villages in Lombok and other rural destinations, while requiring site-specific data and verified field results before formal publication.

Keywords: community-based tourism; community resilience; capacity building; digital empowerment; collaborative governance

INTRODUCTION

Tourism villages are increasingly promoted as instruments for rural livelihood diversification, cultural revitalisation, environmental stewardship, and more inclusive local economic development. Community-based tourism (CBT) places residents not merely as workers or cultural performers but as owners, planners, decision-makers, and beneficiaries of destination development. This orientation is particularly relevant in rural destinations where tourism resources are embedded in communal landscapes, social relations, traditional knowledge, and everyday cultural practices. Integrated CBT therefore requires a balance between market viability, community control, equitable benefit distribution, and the protection of local identity and natural resources (Dangi & Jamal, 2016; Scheyvens, 1999).

Despite its potential, tourism-village development is vulnerable to disruptions. Visitor demand may change rapidly because of health crises, extreme weather, transport interruptions, economic

downturns, reputational problems, platform changes, or competition from other destinations. Internal weaknesses can be equally damaging, including dependence on a small number of leaders, limited business records, low digital literacy, inconsistent service standards, weak product diversification, and unresolved conflicts over roles and benefits. Tourism resilience must therefore be understood as more than recovery to a previous condition. It includes the collective capacity to anticipate disturbances, absorb immediate impacts, adapt products and operations, and transform institutions when existing arrangements are no longer adequate (Berkes & Ross, 2013; Prayag, 2020; Wakil et al., 2021).

Resilience is strongly connected to community capital. Human skills, social trust, local knowledge, financial options, physical infrastructure, cultural assets, environmental resources, and psychological confidence shape whether a destination can respond collectively to uncertainty. Evidence from rural and community tourism indicates that resilience becomes stronger when local actors can mobilise these forms of capital, diversify livelihoods, maintain networks, and learn from disruption (Cáceres-Feria et al., 2021; Gabriel-Campos et al., 2021; Gocer et al., 2024). In Indonesia, community engagement, collective networks, cultural preservation, eco-tourism, and social entrepreneurship have also been identified as important elements of post-crisis adaptation (Aryaningtyas et al., 2024).

However, many community service programs still operate as isolated training events. Participants receive information about hospitality, social media, or business management, but there is limited follow-up, no shared governance mechanism, and no system for measuring whether the acquired knowledge becomes routine practice. Digital training can also unintentionally create dependency when accounts, passwords, content production, and analytics remain controlled by external facilitators. Similarly, collaborative meetings may produce commitments without clear responsibilities, decision rules, timelines, or monitoring. These limitations indicate that resilience cannot be strengthened by a single intervention. It requires the integration of capabilities, technology, and governance.

This article aims to develop an implementation-ready community engagement model for strengthening CBT resilience through three interdependent pillars: local capacity building, digital empowerment, and collaborative governance. The model contributes theoretically by connecting CBT, community-capital resilience, digital inclusion, and collaborative-governance perspectives in one operational framework. Its practical contribution is a sequence of activities and tools that can be used by universities, village governments, tourism awareness groups (Pokdarwis), village-owned enterprises (BUMDes), tourism micro and small enterprises, youth groups, women's groups, and destination partners. The novelty lies in treating digitalisation and collaboration not as separate support activities but as institutional capabilities that must remain locally controlled and be embedded in a resilience action plan.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Community-Based Tourism and Local Empowerment

CBT is grounded in the principle that local communities should meaningfully influence tourism planning, resource use, enterprise development, and benefit distribution. Participation is meaningful when residents can shape priorities and make binding decisions, rather than being consulted after major choices have already been made. Earlier empowerment research distinguishes economic, psychological, social, and political dimensions, emphasising that income alone is insufficient when tourism weakens local confidence, cohesion, cultural dignity, or decision authority (Scheyvens, 1999). Constraints such as elite capture, unequal access to information, limited skills, and centralised planning can reduce participation to symbolic involvement (Tosun, 2000).

Contemporary CBT research similarly highlights the importance of local institutions and inter-organisational relationships. The Nglanggeran case demonstrates that community-led tourism can

connect local resource governance, enterprise development, and welfare improvement, while also revealing risks when external intervention changes the balance of power (Manaf et al., 2018; Suyatna et al., 2024). Tourism social entrepreneurship can further support community development by combining market-based activities with explicit social and environmental purposes (Aquino et al., 2018). Accordingly, capacity building should not focus only on individual knowledge; it must improve the community's ability to organise, negotiate, innovate, and retain control over tourism value creation.

Community Resilience in Tourism Villages

Community resilience refers to the capacity of a community to use its resources and relationships to respond to change while sustaining or improving collective well-being. Berkes and Ross (2013) integrate social-ecological and mental-health perspectives and underline the importance of social networks, leadership, learning, community knowledge, and agency. In tourism, resilience includes the capacity of residents, enterprises, institutions, and destination systems to cope with shocks and to reorganise in ways that reduce future vulnerability (Prayag, 2020).

The co-flourishing framework argues that tourism development and community resilience should reinforce each other through the mobilisation of human, social, natural, physical, financial, and psychological capital (Wakil et al., 2021). Empirical studies show that locally organised tourism can strengthen collective action and community building (Cáceres-Feria et al., 2021), while adaptive capacity during crises depends on diversified resources, local knowledge, networks, and flexible livelihood strategies (Gabriel-Campos et al., 2021). Cultural-tourism resilience also requires communities to absorb change without losing heritage identity or degrading the physical and cultural qualities on which tourism depends (Gocer et al., 2024). Resident trust, communication, and association-based cooperation are therefore not peripheral social outcomes; they are part of the destination's adaptive infrastructure (Manner-Baldeon et al., 2024).

Local Capacity Building

Local capacity building is a deliberate process of strengthening knowledge, skills, leadership, organisational routines, and access to resources so that community actors can perform functions independently. An asset-based approach begins with existing capabilities, associations, cultural knowledge, enterprises, and informal networks rather than defining the village primarily through deficits (Mathie & Cunningham, 2003). For tourism villages, priority capabilities commonly include product design, storytelling, guiding, hospitality, hygiene and safety, pricing, financial records, complaint handling, environmental management, risk communication, and leadership succession.

Capacity building contributes to resilience when learning is translated into routines, tools, and distributed competence. A village that depends on one person to manage bookings, social media, guest communication, or external partnerships remains vulnerable even when that individual is highly capable. Training should therefore be competency-based, involve practice with real village products, use peer mentoring, and produce standard operating procedures that can be transferred to new members. Research on rural tourism shows that capacity-building programs combined with smart tourism technologies can strengthen stakeholder readiness and help rural areas respond to changing visitor behaviour (Torabi et al., 2023).

Digital Empowerment

Digital transformation changes how visitors discover, evaluate, book, experience, and review destinations. It also affects how tourism enterprises coordinate suppliers, store customer information, monitor demand, and communicate during disruption. Yet digitalisation can widen inequality when micro-enterprises lack connectivity, devices, skills, content resources, or bargaining power within platforms. OECD (2020) notes that traditional tourism micro and small enterprises often lag behind digitally connected firms, indicating a need for enabling infrastructure, skills, and supportive ecosystems.

Digital empowerment differs from the simple adoption of social media. It requires local actors to control accounts and data, understand platform risks, produce authentic content, use basic analytics, respond to customers, protect privacy, and maintain alternative communication channels. In a resilience context, digital tools can preserve market visibility during low seasons, communicate safety information, support pre-booking and cash-flow planning, connect local products to wider markets, and reduce dependence on a single intermediary. The goal is not maximum technological complexity, but appropriate, manageable, and locally owned digital capability.

Collaborative Governance

Tourism villages involve actors with different resources and mandates: village governments, Pokdarwis, BUMDes, community enterprises, cultural leaders, landowners, youth and women's groups, tourism offices, universities, travel businesses, financial institutions, and conservation organisations. Collaborative governance provides a framework for joint decision-making across organisational boundaries. Ansell and Gash (2008) emphasise face-to-face dialogue, trust building, commitment, shared understanding, and intermediate outcomes, while Emerson et al. (2012) highlight principled engagement, shared motivation, and capacity for joint action.

In rural tourism, collaboration can increase access to finance, markets, technical knowledge, and policy support, but it may also reproduce unequal power relations. Keyim (2018) shows that rural tourism benefits depend on the institutional context and the fairness and effectiveness of collaborative arrangements. Effective collaboration therefore requires explicit representation, transparent information, conflict-management procedures, role clarity, and accountability. Meetings alone do not constitute collaborative governance; collaboration must produce decisions, allocated responsibilities, resources, and monitoring mechanisms.

Integrated Conceptual Framework

The three pillars are mutually reinforcing. Capacity building enables community actors to use digital tools and participate confidently in negotiations. Digital systems make information, market signals, and performance evidence available for collective decisions. Collaborative governance mobilises resources, protects community control, distributes responsibilities, and institutionalises learning. Together, these pillars strengthen four resilience capacities: anticipation, absorption, adaptation, and transformation. Because this community engagement model uses a participatory and non-experimental design, formal hypotheses are not formulated. The framework instead uses verifiable output and outcome indicators.

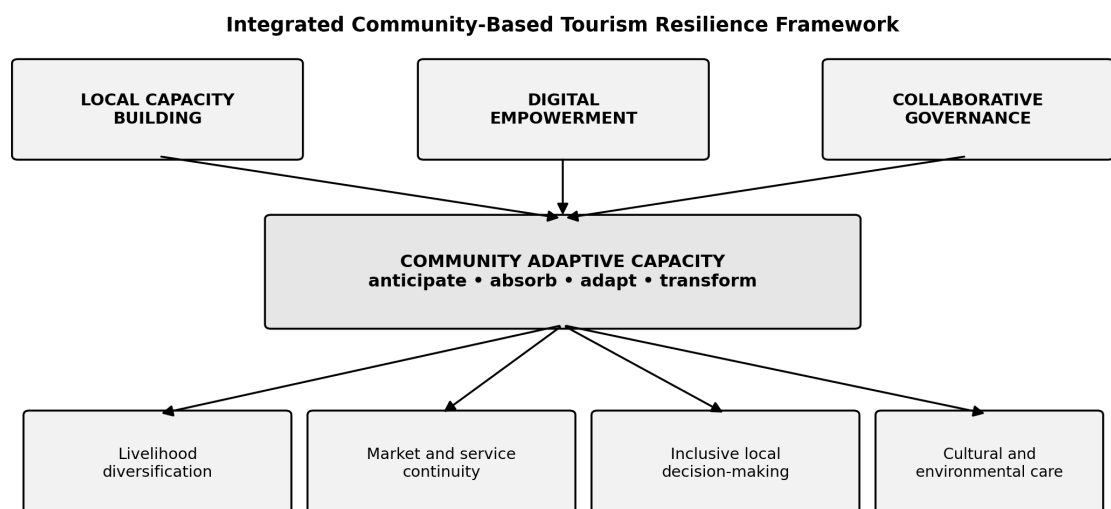


Figure 1. Integrated Community-Based Tourism Resilience Framework

METHODS

The article applies a participatory action and community-engagement design. It is intended for adaptation in [name of tourism village], [regency], Lombok, Indonesia, during [month and year]. The partner group should include representatives of the village government, Pokdarwis, BUMDes, homestay and culinary businesses, guides, craft producers, youth and women's groups, cultural actors, and other locally relevant organisations. The final manuscript must state the verified number and characteristics of participants, implementation dates, partner commitments, and ethical or administrative approvals where required.

The design combines asset-based community development with problem-driven resilience planning. The program begins with community assets because resilience is built through existing skills, relationships, institutions, and local knowledge, while also examining exposure to shocks and internal vulnerabilities. University facilitators act as learning partners rather than permanent operators of village systems. All digital accounts, documents, templates, and monitoring tools are transferred to designated community administrators.

Data collection is designed to support both learning and evaluation. Sources include a participant profile form, baseline and endline competency self-assessments, observation checklists, a digital-readiness audit, stakeholder mapping, focus-group notes, product and service documents, platform analytics, action-plan records, and short reflective interviews. Quantitative information is summarised descriptively, while qualitative evidence is analysed thematically around capability change, ownership, collaboration, inclusion, and resilience. Triangulation is achieved by comparing participant accounts with observed practices, documents, and digital evidence.

The program is implemented through five phases. First, facilitators conduct an inception meeting, asset mapping, vulnerability mapping, and digital audit. Second, the community co-designs learning priorities and resilience indicators. Third, competency workshops and hands-on clinics are delivered using actual village products and operational problems. Fourth, a collaborative governance forum develops a stakeholder role matrix, communication protocol, and joint action plan. Fifth, mentoring and evaluation are conducted to verify whether tools are used independently and whether responsibilities have been institutionalised.

Table 1. Participatory Community Engagement Program Design

Phase	Core activities	Main actors	Verifiable outputs
1. Diagnosis	Asset and vulnerability mapping; participant profiling; service observation; digital-readiness audit.	Community representatives and university team.	Baseline profile; asset map; vulnerability register; digital audit.
2. Co-design	Prioritisation of capability gaps, target groups, indicators, and learning schedule.	Village institutions, enterprises, youth and women's groups.	Agreed objectives; inclusion plan; evaluation matrix.
3. Capacity and digital clinics	Tourism product design, service standards, pricing, records, storytelling, content production, customer response, and analytics.	Local operators, administrators, facilitators, invited practitioners.	SOPs; product sheets; content bank; account-management protocol.
4. Governance forum	Stakeholder analysis, role negotiation, decision rules, conflict protocol, resource commitments, and crisis communication.	Village government, Pokdarwis, BUMDes, community groups, external partners.	Role matrix; forum terms of reference; communication tree; joint action plan.
5. Mentoring and evaluation	Practice-based mentoring, evidence review, endline assessment, reflection, and follow-up scheduling.	Community implementation team and university mentors.	Verified use of tools; evaluation results; resilience roadmap; follow-up mechanism.

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RESULTS AND DISCUSSION

Because the specific village, implementation dates, participant data, and measured outcomes were not provided, this section reports the operational results of the program design and the evidence that must be collected during field implementation. It deliberately avoids inventing numerical improvements. Authors should replace the bracketed entries in Table 3 and revise the narrative using verified observations, quotations, documents, and baseline–endline results before submission.

Result 1: A Shared Asset and Vulnerability Map

The first operational result is a community-owned map that links tourism assets to the people, institutions, infrastructure, knowledge, and relationships needed to sustain them. The map should include natural and cultural attractions, everyday rural practices, culinary resources, accommodation, guiding skills, transport access, community spaces, digital connectivity, local enterprises, and existing partnerships. It should also identify seasonal dependence, single-person dependencies, environmental pressure, safety concerns, market concentration, and potential conflict over resource use.

This output is important because resilience planning often starts with generic lists of threats without examining the community's actual response resources. An asset-based process helps participants recognise local strengths and reduces dependency on external solutions (Mathie & Cunningham, 2003). At the same time, connecting each asset to vulnerabilities prevents overly promotional planning. For example, a cultural performance may be marketable, but its continuity may depend on a small number of ageing practitioners; a popular landscape may attract visitors, but unmanaged use may threaten the resource itself. This combined map provides the evidence base for prioritising training, succession, product diversification, and protection measures.

Result 2: Distributed Local Capabilities and Minimum Service Standards

The second result is a set of practical competencies and minimum service standards distributed across several community members. The program should produce concise tools rather than only presentation materials: tourism product sheets, visitor itineraries, cost and price calculators, booking records, guest-response templates, guiding scripts, hygiene and safety checklists, complaint procedures, and emergency contacts. Each critical function should have at least two trained persons to reduce vulnerability created by dependence on a single administrator or leader.

This result links capacity building to organisational resilience. Individual knowledge becomes a community capability when it is documented, practised, shared, and incorporated into routine operations. The process also supports inclusion by assigning meaningful roles to youth, women, small producers, and less visible community groups according to their skills and interests. Local capacity building should therefore be evaluated not only through test scores but through the quality and continued use of operational tools.

Result 3: Locally Controlled Digital Tourism Operations

The third result is a manageable digital operating system under local control. At a minimum, this includes an official identity and value proposition, verified account ownership, secure password and recovery procedures, a content calendar, a reusable photo and video bank with consent records, standard customer-response scripts, a simple booking or inquiry log, basic analytics, and a

backup communication channel. Content should connect attractions with local people, stories, products, behaviour expectations, and conservation messages rather than presenting the village as a collection of isolated photo spots.

Digital empowerment strengthens resilience in several ways. It allows the community to maintain market communication during disruption, detect changes in visitor interest, promote alternative products or seasons, communicate safety conditions, and link tourism demand with local products. However, digital visibility without operational readiness can increase complaints and reputational risk. The digital system must therefore be integrated with service standards, capacity limits, and clear responsibility for responding to inquiries. This supports the argument that smart tourism technologies are most useful when accompanied by stakeholder capacity and local organisational readiness (Torabi et al., 2023).

Result 4: A Functioning Collaborative Governance Mechanism

The fourth result is a collaborative mechanism with defined representation, roles, decision rules, communication channels, and follow-up. A stakeholder role matrix should distinguish who is responsible, accountable, consulted, and informed for product development, promotion, visitor management, environmental care, cultural safeguarding, finance, complaints, emergencies, and external partnerships. The forum should have a simple terms of reference, meeting rhythm, documentation process, and method for resolving conflicts or reviewing benefit distribution.

The mechanism converts collaboration from a general aspiration into joint capacity. Consistent with collaborative-governance theory, trust is strengthened through repeated dialogue, visible intermediate achievements, and reliable follow-through (Ansell & Gash, 2008). Shared motivation must be supported by the capacity for joint action, including procedures, leadership, knowledge, and resources (Emerson et al., 2012). Particular attention should be given to power asymmetry. Community representatives need access to the same information used by government and business partners, while agreements must protect local decision authority and cultural and environmental limits. This is essential because rural tourism collaboration can produce benefits but may also marginalise community priorities when institutional power is unequal (Keyim, 2018; Suyatna et al., 2024).

Result 5: A Tourism Village Resilience Action Plan

The fifth result integrates the previous outputs into a 12-month resilience action plan. The plan should identify priority risks, early warning signs, preventive actions, response procedures, responsible persons, partner support, required resources, and review dates. It should include both shock-specific actions and long-term capacity development. Examples include alternative visitor products for wet or low seasons, emergency communication procedures, environmental carrying-capacity rules, financial reserves or savings arrangements, cross-training, leadership succession, diversified market channels, data backup, and agreements with transport, health, or government partners.

The action plan operationalises the four resilience capacities. Anticipation involves monitoring risks and preparing scenarios. Absorption involves maintaining essential communication and services during immediate disruption. Adaptation involves changing products, schedules, channels, and resource use. Transformation involves revising governance, livelihood structures, or development priorities when previous models create unacceptable vulnerability. This interpretation is consistent with tourism research that treats resilience as learning and reorganisation rather than a simple return to pre-crisis conditions (Prayag, 2020; Wakil et al., 2021).

Table 2. Integrated Pillars, Practical Instruments, and Resilience Contributions

Program pillar	Capability strengthened	Practical instruments	Resilience contribution
Local capacity building	Product, service, financial, leadership, safety, and learning capabilities.	Product sheets; SOPs; pricing tool; booking record; safety checklist; peer-training plan.	Redundancy, service continuity, diversified products, and stronger local agency.
Digital empowerment	Content creation, customer communication, account control, data use, and channel diversification.	Account protocol; content bank; calendar; inquiry log; analytics dashboard; backup channel.	Market continuity, faster risk communication, demand sensing, and reduced platform dependence.
Collaborative governance	Representation, trust, role clarity, joint decisions, conflict management, and resource mobilisation.	Stakeholder map; role matrix; forum terms; communication tree; partnership agreement.	Coordinated response, access to external resources, accountability, and inclusive decisions.
Integrated resilience planning	Risk anticipation, scenario thinking, adaptive action, reflection, and institutional learning.	Risk register; early-warning indicators; response procedures; 12-month action plan; review schedule.	Capacity to anticipate, absorb, adapt, and transform.

Source: Authors' elaboration.

Evaluation

Table 3 provides a concise reporting structure. Numerical values should be based on the actual instruments and participant group. Qualitative findings should include evidence of who changed practices, how tools were used, which groups were included or excluded, and what barriers remained. A credible community service article should report limitations and unsuccessful elements rather than presenting all activities as equally effective.

Table 3. Field Evaluation Reporting Sheet

Indicator	Baseline	Endline	Evidence source	Interpretation
Participants meeting agreed competency threshold	[insert]	[insert]	Assessment and observation	Explain which competencies improved and which need mentoring.
Critical operational functions with at least two capable persons	[insert]	[insert]	Role and competency matrix	Assess redundancy and succession risk.
Locally controlled and documented digital accounts	[insert]	[insert]	Account ownership checklist	Verify access, security, recovery, and local control.
Tourism products with cost, price, capacity, and service information	[insert]	[insert]	Product sheets and records	Assess commercial readiness and consistency.
Stakeholder commitments completed by due date	[insert]	[insert]	Forum minutes and action tracker	Assess accountability and collaboration quality.
Priority risks with assigned preventive and response actions	[insert]	[insert]	Risk register and action plan	Assess anticipation and response readiness.

Indicator	Baseline	Endline	Evidence source	Interpretation
Participation of youth, women, and micro-enterprises in decision roles	[insert]	[insert]	Attendance, role matrix, interviews	Assess inclusion beyond attendance.

Source: Authors' proposed evaluation format; replace bracketed fields with verified data.

Theoretical and Practical Implications

The integrated model offers three implications. First, community resilience should be treated as a capability system rather than a general attitude of perseverance. It becomes observable through distributed skills, functional tools, diversified channels, collective decision capacity, and institutional learning. Second, digital empowerment is relational and institutional. Technology becomes resilience-enhancing only when community members control it, understand it, and connect it with service and governance systems. Third, collaborative governance is not an external partnership layer added after training; it is the mechanism through which resources are mobilised, limits are negotiated, and local control is protected.

For universities, the model shifts community service from knowledge delivery to facilitated capability development. Academic teams should allocate time for diagnosis, co-design, mentoring, transfer of ownership, and post-program verification. For village governments and BUMDes, the priority is to embed responsibilities, budget support, data management, and review schedules in formal work plans. For Pokdarwis and tourism enterprises, the model provides operational standards and shared market tools. For local government and private partners, support should respond to the village action plan rather than replacing local priorities with separate projects. These practices are consistent with international recommendations that rural tourism should contribute to inclusive local development and be supported by coordinated policies, skills, and digital readiness (OECD, 2020, 2024; World Tourism Organization, 2020).

CONCLUSION

Strengthening the resilience of community-based tourism requires more than attracting visitors or delivering stand-alone training. Tourism villages need distributed local capabilities, locally controlled digital systems, and collaborative institutions that can make and implement joint decisions. The model developed in this article integrates these requirements through a participatory sequence of diagnosis, co-design, competency development, digital mentoring, governance formation, action planning, and evaluation.

The practical outputs are a shared asset and vulnerability map, minimum service and management tools, a community-owned digital operating system, a stakeholder role and communication mechanism, and a 12-month resilience action plan. Together, these outputs support the capacities to anticipate risks, absorb disruptions, adapt operations and products, and transform governance or livelihood arrangements when necessary. The approach also protects the central principle of CBT: tourism development should strengthen local agency and collective well-being rather than create new dependencies.

The principal limitation of this manuscript is that site-specific implementation data were not available. Consequently, the article provides an evidence-informed, implementation-ready framework and evaluation matrix rather than claiming unverified numerical outcomes. Before submission, the authors must insert the actual village context, participant profile, implementation period, baseline and endline results, observed changes, community quotations where appropriate, and documented limitations. Future programs should conduct follow-up assessments after three to six months to determine whether digital systems, service standards, collaborative commitments, and resilience actions remain active after university facilitation ends.

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