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Empowering Communities Through Community-Based Tourism: A Systematic Review of Local Involvement and Communication Role on its Implementation

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Abstract. *Community-Based Tourism (CBT) refers to tourism activities that involve local communities in their planning and execution. Nevertheless, the initiatives face various challenges in attaining sustainability and effectiveness due to limited resources, knowledge and communication. This study seeks to answer the question: What is the role of local involvement and communication in implementing CBT? The current study employs a systematic literature review (SLR) method and reviews 99 peer-reviewed studies published between 2014 and 2024 on Scopus and Web of Science databases. The findings revealed that the local community's active participation in planning, management and operational roles boosts economic benefits and social unity by creating a sense of ownership. Communication between stakeholders (community, government, NGOs) is essential for comprehending and implementing the intended goals. The study concludes that local participation and inclusive communication are critical to CBT's long-term sustainability. It recommends adopting structured communication channels and capacity-building programs to refine stakeholder collaboration in future CBT projects.*

Keywords: Community-Based Tourism (CBT), Local Participation, Stakeholder Communication, Sustainable Tourism Development.

JEL Codes: Z32, D83

1. Introduction

Community Based Tourism (CBT) is a model of tourism development that puts local communities at the heart of planning and governance. It aims for two outcomes: economic growth and the conservation of cultural and natural heritages (Strydom et al., 2018). When initiatives succeed, they can help communities in rural areas to earn more and create jobs. However, poor business skills, lack of capital and weak collaboration among stakeholders may nonetheless act as barriers to many efforts with lasting outcomes (Zielinski et al., 2020). Due to a lack of cooperation between operators, the government and communities, tourism sustainability is threatening developmental gains. This study focuses on two important aspects of CBT: community

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participation and communication. If the community members are actively involved in governance, they create stewardship and embed projects within the community life leading to environmental and cultural sustainability as well (Janjua et al., 2021). Strategic Knowledge Dangi & Jamal (2016) state that dialogue and wide engagement of stakeholder enable sharing of strategic knowledge. Lack of or exclusion from communication leads to conflicts, misalignment of goals, and poor execution (Sulistiono, 2024). To ensure CBT's viability, inclusive and participatory communication is essential. Case studies demonstrate this dynamic. The storytelling practices are used in In Situ Gede, Indonesia to create solidarity and improve tourism management (Annas et al., 2025). In contrast, tourism on Pari Island has caused unequal distribution and the breakdown of cohesion due to poor governance and communication (Kinseng et al., 2018). These examples demonstrate that CBT can strengthen communities or exacerbate divisions depending on communication and participatory structures. Places also have to act as brokers between residents and visitors due to tourism polycentrism. The stories the community creates affect sustainability significantly (Sürücü & Avcı, 2023). CBT has since 1980s been defined as a self-regulating model that aims to balance social, economic and ecological objectives (Sapkota et al., 2024).

The values of cultural preservation, stewardship, economic self-sufficiency, and sustainability enable local residents to be the custodians of the story of tourism, and see tourists as partners in conservation. CBT's durability depends on many factors: responsible resource management, inclusive decision-making, careful external support, and strong social capital. Capacity may also be enhanced through training, moderated financial means and balanced partnership with NGOs. The problem of elite capture may arise due to too much tendency of outer control. Fairly allowing locals to handle resources is needed. Vision and dialogue are key assets for CBT coherence. Forums help disseminate information, increase accountability and curb corruption or elitism (Sapkota et al., 2024; Zielinski et al., 2020). Communities utilize reflexive communication to balance economic profits with cultural values and to transform external capital into sustainable socio-environmental benefits (Strydom et al., 2018). In the end, CBT is seen as a comprehensive model of sustainable development (Strydom et al., 2018). According to Sapkota et al. (2024), community participatory action can counter risks of environmental damage, cultural dilution and inequality from tourism, and steer efforts toward stewardship and solidarity. A study shows that participation, communication, and sustainability are interdependent determinants of CBT success (Zielinski et al., 2020). Additionally, it has been shown that the structural conditions and emotional representations, for example, accessibility, biodiversity, nostalgia and communal memory, impact destination attachment and participation (Sürücü & Avcı, 2023; (Chandra et al., 2023). Multiple texts suggest that authentic participation and real-time communication are structural requirements for effective CBT. When dialogue is inclusive and honest, it reaps economic, social and ecological benefits. Exclusionary dialogues can lead to the project's failure and the loss of cultural identity.

2. Research Elaboration

For this study, the authors addressed the issue of community involvement, local communication roles, and how these aspects are employed in carrying out community-based tourism (CBT) through the use of a Systematic Literature Review (SLR) method. With the SLR technique, the objectives of the study are addressed utilizing a defined, systematic, and transparent method of finding, sifting through, and synthesizing particular academic materials relevant to the other objectives of the study.

This approach is methodologically sound and, in this case, follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) standard. The entire research process is broken down into five interdependent components: defining research objectives, setting a review protocol, collecting and assessing necessary materials, information retrieval, and finally thorough assessment by means of content review. All these components, as well as the chosen and filtered documents, are collectively presented in Figure 1, Research Framework and Article Selection Process.

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2.1. Identification of Research Objectives and Questions

This systematic review begins by defining specific objectives and formulating pertinent research questions. The primary focus of this research is target oriented. First, it seeks to explore the community engagement activities undertaken by stakeholders and the participants in the practice of community-based tourism (CBT). Secondly, it aims to analyze the functional and structural communication mechanisms in regard to the success and sustainability of CBT initiatives. These objectives provide the basis for building the review protocol, formulating the keywords, and constructing the criteria for inclusion and exclusion in the review procedure.

2.2. Development of Review Protocol

For the purpose of maintaining coherence throughout the review, a review protocol was developed capturing the search and eligibility parameters. The keywords selected for the search were "community-based tourism" and "communication" or "local community," which allowed the review to focus on the literature examining the effectiveness of CBT from participatory and communicative perspectives. The literature considered for the review was screened for a set of pre-defined criteria: it is a journal article, it is published and accessible to the general public, it is peer reviewed, the language of the article is English, the time period is from the year 2014 to the year 2024, and it is focused on the praxis of community-based tourism and/or employs communication in the strategies. Such a protocol was developed in analogy to the SLR protocols in tourism (Janjua et al., 2021; Sapkota et al., 2024; Sulistiono, 2024).

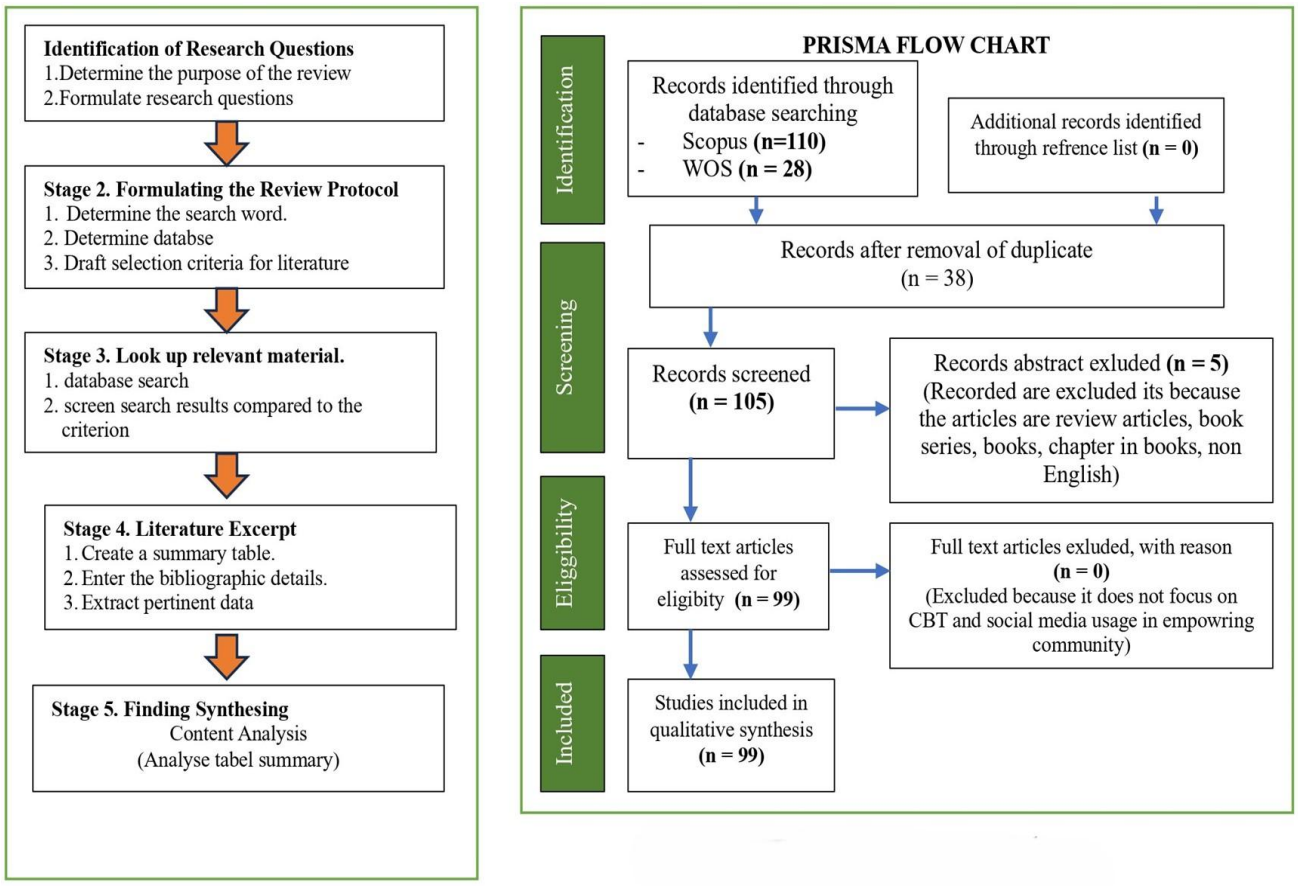

Fig. 1: Research Framework and Article Selection Process.

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2.3. Literature Search Strategy

The scanning of literature was completed using two databases in particular, Scopus and Web of Science (WOS) because of their extensive coverage of social sciences' peer reviewed journals in tourism and development studies. The use of Boolean operators (AND, OR) in the key search phrases helped to capture the relevant studies. The date of the last search was 10th of September 2024 and it allowed for the first batch of 138 articles to be captured. The scope was set to balance wideness and narrowness by focusing on titles, abstracts, and keywords of the articles. These steps are in conformity with the practices of systematic reviews for tourism studies.

2.4. Article Selection Procedure

The screening and selection of articles was done with the PRISMA framework which offered an orderly and clear approach for narrowing the relevant literature. From the 138 articles obtained at the start, 38 were removed due to duplication. The 105 records remaining after this point were then abstract screened. At this point, six articles were removed from the corpus as they were either review papers, book chapters, non-English publications, or peripheral to CBT and its communicative aspects. The final count was 99 articles which were fully read and subsequently the only ones deemed appropriate for the qualitative synthesis. The detailed charted steps of this selection process are illustrated in Figure 1. Research Framework and Article Selection Process.

2.5. Content Analysis of Selected Studies

The recurring items' thematic patterns and themes regarding the implementation of CBT, community participation, and the role of communication was the focus of an examination on the 99 selected articles. This approach enables the researcher to extract and classify different variables within individual studies. This analysis was centered on several critical questions: what types of CBT practices were implemented, what was the geographical range of the studies, what types of respondents were involved, what were the prevailing research methods, what theoretical frameworks were utilized, and most critically, what were the local community involvement and communication strategy roles. All analyzed documents were synthesized into a coherent summary table, the details of which will be updated later in Chapter 3 (Results and Discussion) in accordance with the new structure of this study. This content analysis highlights the thematic aspects CBT is framed and practices in varying contexts.

2.6. Source Validity and Relevance

In order to ensure the reliability and scholarly integrity of the current review, only peer-reviewed journal articles stemming from Scopus and the Web of Science were consulted. This guaranteed the studies included were of considerable scholarly and methodological rigor. In addition, the review's conclusions and the findings' applicability to different domains of CBT are further defended through the sole inclusion of peer-reviewed publications. This procedure is consistent with the other SLR studies' quality control measures within the domain of tourism and community development (Janjua et al., 2021; Sulistiono, 2024).

3. Results And Discussion

3.1. Results

This chapter outlines the outcomes of the comprehensive scrutiny of 99 selected studies pertaining to community-based tourism (CBT). The outcomes are categorized into two main sections: the descriptive attributes of the articles under review and an analysis of the distribution of articles over time and across various journals. This part serves to distill the findings of the research as it pertains to patterns of scholarly activity, time, and the relevant forums for publishing the outcomes of research in question.

3.1.1. Descriptive Characteristics of the Reviewed Articles

In order to grasp the relative context pertaining to CBT scholarship, the descriptive attributes of the analysed articles are investigated within two parameters: the publication year and the sourcing journals. They

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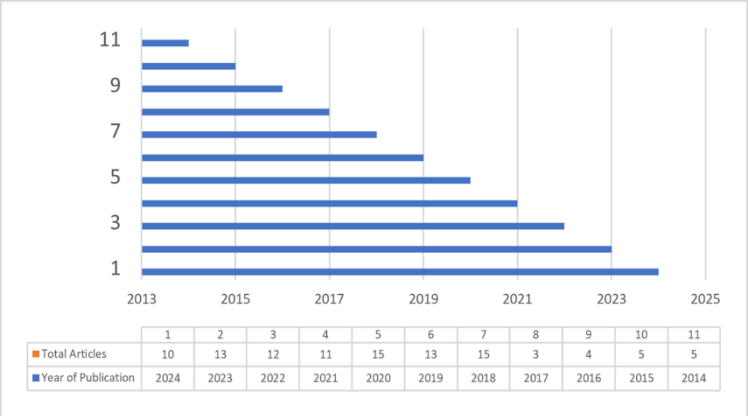
also help to contemporise the research, breaking it down into different disciplines, thus shedding light on how community-based tourism scholarship has shifted over the years.

As presented in Figure 2, there were 99 articles that were published between the years 2014 to 2024. Most noteworthy is the continuous increase in the number of published articles which reached its peak between the years 2018 to 2021. The year 2018 and 2020 had the highest record, attaining 15 articles while 2022 and 2023 dropped to 13 articles and 2021 to 11 articles.

This shift in data shows an increased academic interest in the role and impact of the community in participatory sustainable tourism development during the global momentum on sustainability and community resilience. Balance the 2020-2024 data, it appears that CBT is an active area of scholarship reflecting global interest in inclusive and participatory development, and is a relevant topic of study.



	1	2	3	4	5	6	7	8	9	10	11
Total Articles	10	13	12	11	15	13	15	3	4	5	5
Year of Publication	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014

Fig. 2: Distribution of Reviewed Articles by Year of Publication.

The distribution of the articles under review on the various journal titles is shown in Figure 3. A total of 78 different journals has been captured, indicating the multidisciplinary nature of CBT research which cuts across tourism, development studies, sustainability, environmental science, and community development. The journal with the highest occurrence is the African Journal of Hospitality, Tourism and Leisure, with 10 articles, while the next in line, Sustainability, has 7 articles, and Development Southern Africa and the GeoJournal of Tourism and Geosites follow with 4 articles each.

The bulk of the literature pertaining to community-based tourism (CBT) appears to be focused on the Southeast Asian region, with Indonesia having the largest share of 17 articles, followed by Thailand (13) and Malaysia (10). The data suggests that community-based tourism is an integral part of the tourism development plans of those countries, frequently aligned with the more overarching goals of the countries regarding sustainable and inclusive tourism.

. A total of 99 peer-reviewed studies published between 2014 and 2024 were reviewed. These studies were examined across diverse geographical contexts, methodological approaches, and theoretical frameworks to understand the roles of community participation and communication strategies in Community-Based Tourism (CBT). Instead of presenting them in a long table, this section synthesizes the findings into thematic clusters while still citing all reviewed works.

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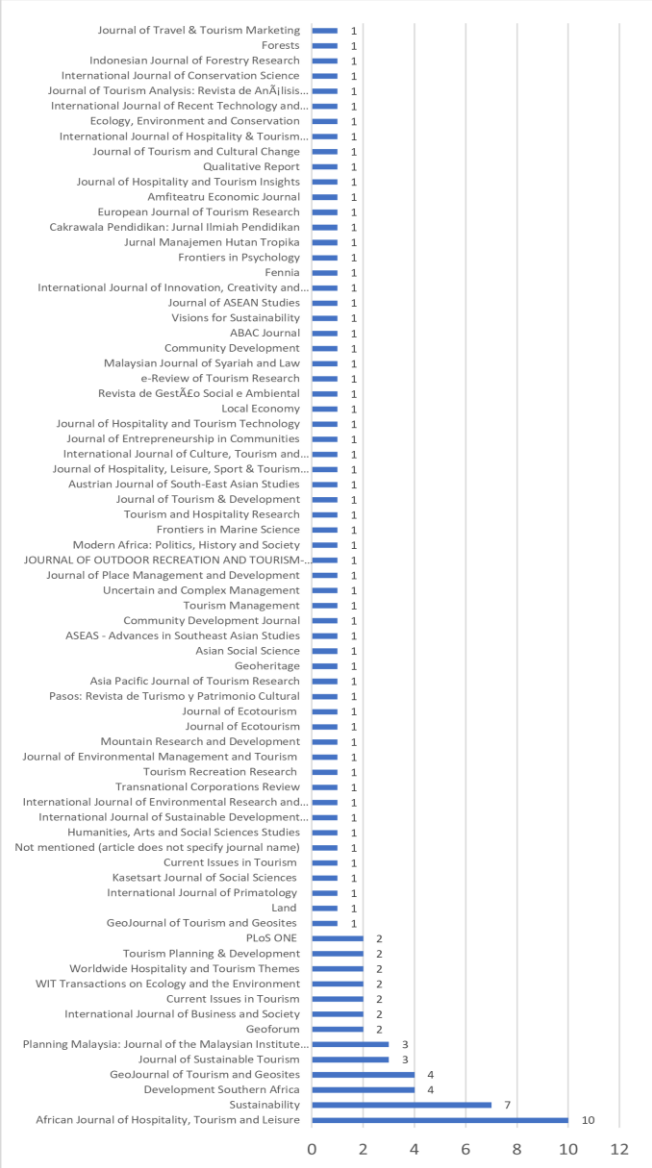

Fig. 3: Distribution of Reviewed Articles by Journal Source

3.1.2. Geographical Distribution of Studies

Literature on CBT scholarship is markedly clustered within the Global South, and it is the Global South specifically where Southeast Asia and Sub-Saharan Africa yield the broadest node of research. Within the Southeast Asian expanse, Indonesian contributions are pre-eminent (Veriasa et al., 2023; Junaid et al., 2021; Rembulan et al., 2020; Repelita et al., 2024; Kurniawan et al., 2022; Rini, 2019; Yasir et al., 2021; Oka et al., 2021; Fafurida et al., 2022; Anindhita et al., 2024; Priatmoko et al., 2021; Sugandini et al., 2018), whereas Thailand is notably represented (Nomnian et al., 2020; Ditta-Apichai et al., 2020; Kampetch & Jitpakdee, 2019; Sharafuddin & Madhavan, 2020; Phengkona, 2814; Songpornwanich et al., 2020; Pornprasit & Rurkkhum, 2019; Lo & Janta, 2020; Sann et al., 2023). Malaysia, albeit geographically peripheral to the other

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two, likewise offers a robust and contemporary body of work (Azwar et al., 2023; Nordin et al., 2023; Murniati et al., 2024; Kunjuraman, 2022; Amir et al., 2017; Ebrahimi & Khalifah, 2014; Nor et al., 2021).

Beyond Asia, the evidence base for the present enquiry is considerably strengthened by the South African context, which is represented by Giampiccoli and Glassom, (2021), Ndlovu et al., (2018), Strydom et al., (2019), Setokoe and Ramukumba, (2020), and Musavengane, (2019). Comparable findings originate from Zimbabwe (Hlengwa & Maruta, 2020;, Mudzengi et al., 2018; Gohori & vander Merwe, 2022; Hlengwa & Maruta, 2019), Botswana (Mmeko et al., 2023; Lenao, 2015; Stone & Stone, 2011), and Namibia (Kavita & Saarinen, 2016; (Schnegg & Kiaka, 2018)).

Latin America, though furnishing a smaller corpus of case studies, nevertheless reveals a spectrum of innovative methodologies, notably those documented in Ecuador (Romero-Medina et al., 2024; Torres-Toukoumidis et al., 2022), Brazil (Bachi & Carvalho-Ribeiro, 2023, Lebrão et al., 2021), and Mexico ((Reyes-Santiago et al., 2022). Adjacent contributions derive from the Indian subcontinent (Chaudhary & Lama, 2014; Wani et al., 2024; Maheshwari, 2021), from Tanzania (Anderson, 2018; Mgonja et al., 2015; Ngilangwa et al., 2018), and from narrower contexts such as Laos (Park et al., 2018), Timor-Leste (Tolkach & King, 2015), Brunei Darussalam (Chin et al., 2024; Chin & Noorashid, 2022), and Cape Verde (Sánchez-Cañizares & Castillo-Canalejo, 2014; Bozzato & Pollice, 2022; Alfama et al., 2024).

3.1.3. Methodological Approaches

An examination of the corpus reveals a preponderance of qualitative methodologies—specifically, case studies, interviews, and ethnographic observations—thereby attesting to the discipline's orientation toward situated, community-specific inquiry. Illustrative inquiries from Indonesia (Junaid et al., 2021; Yasir et al., 2021), Thailand (Nomnian et al., 2020), Namibia (Kavita & Saarinen, 2016), and Mexico (Reyes-Santiago et al., 2022) corroborate this trend.

Quantitative investigations, although less numerous, furnish pertinent data on stakeholder perceptions and engagement, as evidenced in the works of Wani et al., (2024), Lamat et al., (2019), Ogucha et al., (2015), Eom and Han, (2019), Oka et al., (2021), and Thang et al., (2023). Meanwhile, mixed-methods inquiries synthesize statistical analysis and rich contextual interpretation, granting the field a multi-dimensional evidentiary foundation ((Veriasa et al., 2023; Đurkin & Perić, 2017; Gebreyesus et al., 2022; Ndlovu et al., 2018; Romero-Medina et al., 2024).

The methodological plurality fortifies the overall credibility of CBT literature; nevertheless, a discernible shortfall in longitudinal investigations remains, thereby constraining the field's capacity to observe the durability and transformative effects of interventions across protracted temporal scales.

3.1.4. Theoretical Frameworks

The theoretical repertoire of community-based tourism (CBT) research continually expands, thereby underscoring the approach’s rootedness in multiple disciplines.

Community Participation Models serve as a foundational backbone in several recent studies (Đurkin & Perić, 2017; Kurniawan et al., 2022; Ndlovu et al., 2018) and demonstrate the enduring relevance of participatory doctrine. Social Exchange Theory, particularly pronounced in African and Asian contexts, frames perceived individual and collective benefits as antecedents of sustained stakeholder engagement (Wani et al., 2024; Ngilangwa et al., 2018; Maheshwari, 2021). Complementing these classical lenses, a number of innovative architectures have emerged, including frameworks derived from Maqāṣid al-sharīʿah (Repelita et al., 2024), the Penta-Helix model of collaborative governance ((Azwar et al., 2023) and a reinterpretation of Freirean Empowerment Theory (Mmeko et al., 2023).

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The literature is further deepened by the recent articulation of digital and marketing constructs, notably Integrated Marketing Communication (Phengkona, 2814) and the Technology Acceptance Model in tourism contexts (Thang et al., 2023). Collectively, these contributions affirm that the analytical scaffolding of CBT transcends tourism studies narrowly conceived; rather, it interweaves insights from sociology, international development, communication theory and religious jurisprudence, thereby endorsing a genuinely transdisciplinary epistemic horizon.

3.1.5. Forms and Levels of Participation

Overwhelming evidence from 99 studies indicates that in the cases of community-based tourism (CBT), the participants ranged from peripheral to devolved. In Lesotho and Botswana, peripheral engagement consisted of rotating manual labour under objectives determined externally (Lenao, 2017; Makwindi & Ndlovu, 2021). Wage-labor models in Cambodia and Uganda provide very little empowerment or oversight (Ellis & Sheridan, 2014; Schott & Nhem, 2018). In northern Thailand and coastal Indonesia, local participation was through the establishment of tourism committees and workshops. However, locals did not gain much strategic control, as the substantive power is settled in foreign agencies (Nomnian et al., 2020; Manaf et al., 2018). Compared to the other two forms, governed engagement allowed for real community power which was based on formal or customary land tenure. Some examples are Peru's marine projects (Cornelisse, 2020), community-led eco-tourism in the Philippines (Mercado et al., 2023), and Senegal's cooperative enterprises (Sène-Harper & Séye, 2019). Women and minorities were often excluded from participation (Phommavong & Sörensson, 2014), but reforms in Brunei and eastern Indonesia improved equity through quotas and informal councils (Chin & Noorashid, 2022; Anindhita et al., 2024).

3.1.6. Communication Strategies and Challenges

Communication structures operationalise Community-Based Tourism (CBT) yet also furnish sizable frictional constraints.

• Traditional Communication: In collectivist contexts, face-to-face assemblies and hands-on workshops retain ascendancy, shaping consensus and collective ownership (Mercado et al., 2023; Rini, 2019).

• Digital Communication: Interactions surged during the COVID-19 pandemic; e-commerce and social media underpinned promotional trajectories in Vietnam and Malaysia, democratizing access to prospective markets (Thang et al., 2023; Phengkona, 2814). Contrastingly, the digital divide observed in Ethiopia and Namibia curtailed the breadth and depth of stakeholder engagement, enacting a latent exclusion on the supply side (Gebreyesus et al., 2022; Schnegg & Kiaka, 2018).

• Language Barriers: Language-mediated disparities have consistently inhibited host-guest exchanges in Thailand, Indonesia and Cape Verde, precipitating misunderstandings that ultimately jeopardise the integrity of visitor experiences (Nomnian et al., 2020; Junaid et al., 2021; (Sánchez-Cañizares & Castillo-Canalejo, 2014).

• Multi-Stakeholder Forums: In the context of Brunei and Tanzania, penta-helix partnerships demonstrate that deliberately convened dialogues elevate reciprocal trust; yet, effectiveness remains contingent upon persistent institutional backing (Chin & Noorashid, 2022; Mgonja et al., 2015). More broadly, communication efficacy amplifies stakeholder participation, .marketing reach and constructive conflict management, while communication frailties, either feeble or exclusionary, forecast potential project derailment.

3.1.7. Determinants of Success and Failure

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The analytic collage of determinative factors of community-based tourism (CBT) underscores both endogenous and exogenous drivers: Internal drivers comprise: pre-existing local capacities (Rini, 2019; Fafurida & Mulyaningsih, 2023), decisive leadership (Janjua et al., 2021; Chin & Noorashid, 2022), and educational attainment (Azwar et al., 2023). External drivers encompass: policies articulated by government (Phengkona, 2814; Thang et al., 2023), supplementary intervention by non-governmental organisations (Junaid et al., 2021) and the structuring of viable market linkages (Schott & Nhem, 2018). Common pathologies derive from among: elite capture, inadequate institutional capacity, and ineffective communication (Setokoe & Ramukumba, 2020; Makwindi & Ndlovu, 2021). Conversely, aptitude resides in: empowered forms of participation, inclusive leadership cultures, and disciplined, multi-directional communication (Cornelisse, 2020; Mercado et al., 2023; (Chin et al., 2024). The cumulative review of 99 reports substantiates the proposition that sustained CBT viability hinges upon genuine local agency and rigorous communicative practice. Albeit regional, methodological and contextual name-pattern variation appears, the overarching conclusion is that empowered local constituencies, buttressed by transparent, bidirectional communication, yield tourism outcomes of superior durability.

3.2. Discussions

3.2.1. Examining Community Involvement and Its Impact on CBT Project's Achievement and Sustenance.

Communities must actively participate in community-based tourism (CBT) for it to succeed and sustain itself. This was the conclusion of the analysis of the 'Local Community Participation' column of the SLR table. This is a summary of how this involvement impacts CBT.

3.2.1.1. Central Role in Tourism Management and Activities. Local touristic activities management and execution was self-initiated, quite noteworthy. activities ranging from the management of homestays, cultural presentations to ecotourism programmers. Local people are strongly motivated to assume the role as local participation is crucial for the success and sustainability of the CBT initiatives. Local communities claim ownership of this project and develop a sense of responsibility.

3.2.1.2. Economic empowerment and job opportunities. By involving local residents in Community-Based Tourism groups, taxpayers can help integrate experience, monetize profit and earn management skills for ecotourism. However, realized revenues still account for a limited share of household income. The future success of the business depends mainly on the long-term local governance of community enterprises and the local articulation of culture, which is frequently marginalised and under-represented. Studies show that this kind of model creates more economic windows without increasing community dependence on the region's more volatile economic engines.

3.2.1.3. Participation Constraints. Ongoing constraints to action in a variety of contexts are caused by barriers to effective local tourism participation by communities. Constant language differences, time availability restrictions and distance and institution distance barriers are roadblocks. This lack of participation is further aggravated in selected regions by low levels of formal education, a lack of financial capital and restricted understanding of the value of tourism. It is surprising to note that projects for community-based tourism often fail if the level of involvement is low or marginal. However, high sustained participation has continuous links to greater ecological and social sustainability.

3.2.1.4. Collaboration and Equality. Communities do not participate in ecotourism due to some barriers found in the local communities. This limits effective solutions in the study sites. Frequent structural obstacles are linguistic diversity, rigid time constraints, geographical isolation, and institutional isolation. In certain areas, a lack of formal education, little money, and low knowledge of tourism's benefits stop people from

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getting involved. Community-based tourism projects often stagnate when local stakeholding is shallow or only peripheral. In contrast, deep, continuous local participation has been consistently positively correlated with ecological resilience and social justice, and these are also essential outcomes of tourism.

3.2.1.5. Local Initiatives and Project Ownership. Investigation shows that local people effectively manage tourist facilities through their village-owned enterprises (BUMDes) resulting in significant empowerment at village level. Active community participation in managerial activities facilitate the development of tailor-made sustainability indicators, thus inserting standards of acceptable behaviour in the social, environmental and economic domain into local institutions. By involving citizens and evaluating their performance, transparency increases and the sense of ownership towards tourism assets among residents becomes sustainable.

3.2.1.6. Formal and Informal Roles of Local Leaders. Often community involvement in tourism will work provided that locally existing leaders are active whether through formally given approval or through informal channels. When tourism activities are planned and executed by organizers, it fosters greater mutual involvement and formulation of collective will for continued community involvement.

3.2.1.7. A community's involvement is crucial for the success of CBT initiatives. Tourism practice and outcome is affected by community engagement which can take three forms – active, passive and sometimes not at all. In some cases, less attending makes initiatives fall apart while more attending improves material and reputation benefits in some cases. Residents are a key element that determines the effectiveness and sustainability of community-based tourism (CBT) projects in general. Getting involved in this way creates important psychological and social capital. It develops a collective sense of custodianship and ownership. These initiatives are anchored beyond the life spans of funders and market conditions.

3.2.2. How Communication Helps Foster Collaboration in CBT.

For Community-based tourism (CBT) project stakeholders, communication is essential for collaboration. It encourages the sharing of information, alignment of objectives, and engagement of members in the community, government institution, NGO and privat sector.

3.2.2.1. Facilitating Collaboration. When we communicate, we continue to cooperate with one another. Communication gives and shares information, creates common narratives, and generates reciprocal communication feedback. It organizes workshops, sensitization campaigns, joint planning meetings between state enterprises and host communities, as well as conducting history and commercial infrastructure studies according to existing standards.

3.2.2.2. Building Trust and Cooperation. A conversation that is consistent and focused builds trust and collaboration among stakeholders. Sharing knowledge and lessons learned through communication helps align strategies to solve problems. Well-organized communication avoid conflict. Promotes cooperation among individuals. Occasional communication is better than no communication. Unclear communication incites grievance. Misunderstandings lead to conflict. It weakens cooperation.

3.2.2.3. Promoting Tourism. Communication also supports destination promotion. Communities can use social media and other platforms to promote CBT offerings, raise their profile, and connect potential visitors with services. Digital tools help broaden outreach and enhance further engagement when travelers arrive.

3.2.2.4. Mediating Between Hosts and Guests. In CBT settings, communication bridges hosts and travelers. Local guides are often cultural interpreters in situations which present a language barrier. Performing a native ritual or cultural activity also symbolizes communication that strengthens the visitors' tie with the community while remaining authentic. Engaging External Stakeholders. Organized forum and stakeholder meetings are a good place to formulate local objectives and reconciliation of conflicting priorities. Most importantly, the

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design of sustainable tourism strategies. These communication methods will strengthen cooperation between communities and local authorities as well as tourism agencies.

3.2.2.5. Overcoming Collaboration Challenges. It's common to come across communication barriers. Collaboration can be hindered by technology gaps, limited engagement, or cultural differences. It has been seen in several cases how the communication failures that remain unresolved lead to frustration. To overcome all of these barriers a targeted approach will be necessary involving inclusive dialogue, facilitate cross-culture and accessible technology. Overall, communication is central to CBT success. We say the citizen engagement can enhance global marketing, advocacy, dialogue and conflict resolution. It can also bolster community participation and multi-stakeholder partnerships. Communication is a tool that can transform CBT from being a project to becoming an inclusive and sustainable development model.

4. Conclusion

The success and sustainability of Community-Based Tourism (CBT) is attributed to local community involvement and effective communication. Community members who participate in the planning, management and execution of activities feel a sense of ownership and responsibility, which improves sustainability. Also, organized communication between stakeholders—local inhabitants, the state, civil society, and the tourism sector—builds trust, cooperation, and the exchange of ideas. These dynamics not only create economic prospects but also protect cultural and ecological heritages, responding to the integrated approach to the sustainable development of tourism.

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