

Sociocultural dynamics, governance gaps, and sustainable environmental barriers in community-based tourism: Stakeholder perspectives from Basilan

Abegail C. Indama (College of Public Administration and Management, Basilan State College, abegailcarpioindama@gmail.com, Philippines)

Abstract

While community-based tourism (CBT) is a widely promoted sustainable development strategy, its effectiveness relies heavily on local governance. This study examines how sociocultural dynamics, governance gaps, economic vulnerabilities, and environmental barriers shape CBT initiatives in Basilan, a socio-politically complex and historically marginalized region. Using a qualitative design, data was collected through key informant interviews, focus groups, and stakeholder surveys across four CBT destinations and analyzed thematically with descriptive triangulation. Findings reveal that CBT challenges in Basilan stem primarily from structurally embedded governance weaknesses rather than a lack of community commitment. The constraining effects of sociocultural dynamics and market instability intensify when combined with unclear institutional roles, fragmented inter-agency coordination, and inconsistent monitoring. Furthermore, environmental barriers—such as poor waste management and weak conservation enforcement—are governance-mediated, reflecting insufficient institutional accountability. Ultimately, governance gaps are the central factor driving uneven CBT outcomes. The study demonstrates that sustainable CBT depends less on local motivation and more on coherent, inclusive governance. To enhance resilience in marginalized destinations, these findings highlight the critical need for actionable policy interventions, including standardized monitoring systems, legally clarified administrative responsibilities, and unified inter-agency frameworks.

Keywords

sociocultural, governance gaps, sustainable environment barriers, community-based tourism, stakeholders

1. Introduction

Community-based tourism has increasingly been examined as a development approach that emphasizes localized participation, contextual governance, and sustainability-oriented outcomes. Jackson [2025] reveals that community-based tourism frameworks prioritize social equity and local agency as central conditions for sustainable tourism practice. Without meaningful participation, tourism initiatives risk reinforcing existing inequalities rather than addressing them. Empowerment must be understood as a structural condition embedded within governance arrangements. Community-based tourism operates within complex institutional environments where community aspirations intersect with external development agendas [Abreu et al., 2024]. Institutional alignment frequently results in fragmented implementation outcomes. Sustainability claims often collapse when governance support remains inconsistent. Ngo and Creutz [2022] reveals that community-based tourism sustainability depends on how governance systems translate policy intentions into operational realities. Implementation failures are often rooted in administrative fragmentation rather than community capacity limitations. Community-based tourism effectiveness cannot be separated from governance coherence and stakeholder legitimacy.

Sociocultural dynamics significantly shape how community-based tourism initiatives are perceived, adopted, and sustained within host communities. Hossain and Hena [2024] reveals

that cultural norms, shared values, and collective identities influence how communities engage with tourism-related decision-making. Tourism interventions misaligned with local sociocultural contexts often generate resistance or symbolic participation. Sociocultural exclusion weakens long-term sustainability. White et al. [2024] supported that tourism development interacts with cultural narratives that define community meaning and place identity. Cultural commodification without community control disrupts social cohesion. Also, cultural misrepresentation erodes stakeholder trust in governance institutions. Sociocultural dynamics shape power relations within tourism governance structures [Irwan et al., 2025]. Marginalized cultural groups frequently experience limited influence over tourism priorities. Sustainable tourism outcomes depend on culturally informed governance practices. Governance gaps remain a persistent constraint affecting the implementation and sustainability of community-based tourism initiatives. Tourism governance operates through interdependent institutional relationships rather than isolated policy instruments. Unclear administrative responsibilities often undermine coordinated action at the local level. Renckens and Elliott [2025] further suggested that governance fragmentation weakens accountability mechanisms. Charles et al. [2025] supported that governance effectiveness depends on institutional capacity and procedural clarity rather than policy quantity. Overlapping mandates frequently generate implementation delays and stakeholder confusion. Governance gaps intensify in decentralized tourism systems. Bill and Bernard [2011] reveals that tourism governance failures often emerge from weak coordination among state and non-state actors. Governance arrangements lacking

inclusivity undermine stakeholder legitimacy. Governance injustice reduces community trust and participation.

Environmental sustainability barriers within community-based tourism are closely linked to governance and sociocultural conditions. Sustainable tourism requires governance systems capable of balancing conservation priorities with community livelihoods [Suparak et al., 2025]. Environmental degradation often reflects institutional neglect rather than community indifference. Sustainable tourism initiatives are more effective when aligned with observed tourism-seeking behaviors and local contextual realities [Reamico et al., 2025]. Sustainability narratives lose credibility when enforcement mechanisms remain weak. Miraj et al. [2024] supported that tourism-related environmental pressures intensify under fragmented regulatory oversight. Environmental management failures frequently coincide with governance gaps. Sustainability standards become ineffective when monitoring systems lack consistency and transparency. Community-based tourism requires enforceable environmental accountability. Howes et al. [2017] supported that environmental sustainability barriers often stem from policy implementation weaknesses. Stakeholder perspectives provide critical insight into how sociocultural dynamics and governance gaps are experienced in practice. Stakeholder legitimacy depends on meaningful influence rather than symbolic inclusion. Exclusionary decision-making processes generate disengagement and conflict. Stakeholder trust reflects governance quality. Collaborative governance enhances tourism planning legitimacy through negotiated stakeholder relationships [Sarhan et al., 2025]. Collaboration failures often reflect power imbalances. Governance frequently privileges elite interests over community voices. Imbalance undermines participatory sustainability claims. Stakeholder perceptions directly shape governance legitimacy.

While the fundamental conclusion that effective governance is crucial for CBT sustainability is well-documented in mainstream tourism literature, there remains a critical research gap regarding how these governance mechanisms operate in historically marginalized, post-conflict, or socio-politically complex peripheral destinations. In socio-politically complex regions, community-based tourism encounters compounded governance and sociocultural challenges that go beyond standard administrative bottlenecks. Tourism governance in peripheral regions is often constrained by limited institutional reach, lingering security perceptions, and complex transitional political structures. Consequently, policy implementation gaps become significantly more visible and impactful at the community level [Chang et al., 2025].

This study addresses this gap by focusing on Basilan, a socio-politically complex island province in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). Unlike traditional CBT destinations, Basilan presents a highly unique context where tourism serves not only as an economic driver but as a mechanism for peacebuilding and shifting historical narratives. Here, structural inequalities restrict community

influence over tourism development, and participation rhetoric frequently masks deep-rooted power asymmetries. Community-based tourism in marginalized regions faces acute sustainability risks linked to governance inconsistency.

The novelty of this study lies in examining how universal governance gaps uniquely interact with post-conflict transitional governance and specific indigenous sociocultural dynamics (such as those of the Bajau and Yakan communities). The interaction of these localized sociocultural dynamics, governance gaps, and environmental barriers underscores the extreme complexity of sustaining community-based tourism in peripheral zones. Tourism systems here function as adaptive social arrangements heavily shaped by these intense institutional and cultural conditions, where governance flexibility ultimately determines sustainability resilience. By exploring how governance legitimacy influences community commitment and trust, this research demonstrates that sustainable tourism outcomes in marginalized areas depend heavily on policy coherence, institutional learning [Ginting et al., 2024], and the dismantling of governance rigidity.

2. Objectives

This study aims to examine how sociocultural dynamics, governance gaps, and sustainable environmental barriers influence the implementation of community-based tourism in selected destinations in Basilan. Specifically, it seeks to:

- Identify the key sociocultural dynamics and sustainable environmental barriers experienced by community-based tourism stakeholders that affect the day-to-day implementation and sustainability of CBT initiatives in the selected study sites in Basilan.
- Analyze the governance gaps encountered by CBT stakeholders, particularly in relation to monitoring and evaluation mechanisms, clarity of institutional roles, inter-agency coordination, and the consistency of policy and program implementation at the local level.
- Examine stakeholders' perspectives and lived experiences on how sociocultural conditions and governance gaps influence community participation, operational decision-making, and the overall sustainability of community-based tourism initiatives in Basilan.

3. Literature review

3.1 Governance structures in community-based tourism

Governance structures are fundamental in determining the operational sustainability and effectiveness of community-based tourism initiatives. Gonul [2025] reveals that tourism governance is constituted through institutional arrangements that regulate authority, accountability, and coordination, highlighting that institutional clarity directly influences implementation outcomes. Fragmentation of governance responsibilities can produce inconsistent results and reduce compliance among local actors. Stanikzai and Mittal [2025] argues that overlap-

ping mandates hinder decision-making processes and create misalignment between strategic objectives and local execution. Governance is socially constructed through interactions among stakeholders rather than linear hierarchies, indicating that relational mechanisms are central to operational legitimacy. Shin et al. [2025] identifies that limited coordination among institutions undermines monitoring, evaluation, and sustainability objectives. Perceptions of governance inequity diminish trust and reduce active engagement in tourism initiatives. According to Gamunand Soendergaard [2024], governance arrangements frequently privilege dominant interests, marginalizing community voices and constraining participatory decision-making. Eagles emphasizes that adaptive institutional learning strengthens resilience, allowing governance systems to respond to emerging environmental, social, and economic challenges. Governance impedes systematic monitoring and enforcement of policies, leading to gaps in sustainable practice implementation. Under-resourced institutions struggle to maintain long-term policy consistency, reducing program continuity. Integrated institutional frameworks facilitate collaboration and information-sharing among actors. A clarity of responsibilities and procedural guidance enhances stakeholder confidence in governance. Almulhim and Yigitcanlar [2025] identifies that governance frameworks capable of balancing centralized coordination with community autonomy achieve greater sustainability outcomes. Governance effectiveness is determined by institutional clarity, coordination, and adaptive capacity, shaping the success of community-based tourism initiatives.

Institutional effectiveness mediates the translation of governance structures into tangible outcomes for communities. Ezeh et al. [2024] reveals that institutional capacity influences the quality and consistency of stakeholder engagement, ensuring that governance mechanisms remain responsive to local needs. The availability of resources and technical expertise determines how governance arrangements are operationalized on the ground. Fragmented institutional structures hinder monitoring and enforcement, limiting accountability for tourism management. Governance failures often stem from systemic limitations rather than community resistance, highlighting the structural nature of challenges. Equitable distribution of authority prevents domination by elite interests, allowing community perspectives to influence outcomes [Levine, 2017]. Integrating governance processes across sectors addresses complex challenges that single-institution approaches cannot resolve. Institutional preparedness to respond to crises strengthens overall system resilience. Amin et al. [2020] argues that institutional support enhances community confidence and participation in tourism management. Alignment between governance capacity and community needs is critical for sustaining long-term outcomes.

3.2 Sociocultural dynamics

Sociocultural dynamics play a decisive role in determining how communities perceive and participate in tourism govern-

ance initiatives. Yin et al. [2023] reveals that cultural norms shape expectations of authority and influence, affecting both the willingness and the manner of engagement within tourism processes. Communities interpret participation through local values, meaning that procedures alone cannot guarantee meaningful involvement. Cultural narratives influence how residents evaluate the benefits and trade-offs of tourism activities, with misalignment weakening ownership and long-term commitment. Sociocultural hierarchies affect access to decision-making forums, where marginalized groups may have limited voice despite formal participation mechanisms [Karen et al., 2022]. Strong social cohesion enhances collaboration and collective decision-making, while weak cohesion amplifies governance challenges. Gayo and Katonge [2025] points out that exclusion based on sociocultural factors undermines the legitimacy of tourism programs, reducing community trust in institutional frameworks. Awareness of local cultural values allows governance systems to align initiatives with community expectations, thereby enhancing engagement outcomes [Usmaedi et al., 2024]. It indicates that sociocultural dynamics operate not merely as background context but actively shape governance processes and the sustainability of tourism initiatives.

Social capital and collective agency further influence the quality and consistency of community engagement. Networks of trust and reciprocity enable communities to participate in decision-making more effectively, with weak social cohesion limiting sustained collaboration. Muzumdar [2025] argues that perceptions of fairness and procedural justice strengthen participation, while perceived inequities discourage engagement and foster disengagement. Meaningful power-sharing, rather than tokenistic consultation, is necessary to translate participation into tangible influence over tourism outcomes. According to Sutyoso and Faedlulloh [2024], social capital acts as a mediating factor, facilitating coordination and compliance with governance structures. Empowerment is contingent on recognition of local cultural and social norms, which legitimizes community voices. Fauzi [2025] demonstrates that the inclusivity of governance systems directly affects participation quality, with transparent processes fostering active engagement. Sustained engagement depends on the perceived responsiveness of governance to community feedback. Therefore, a community engagement emerges from the interplay between sociocultural understanding, procedural fairness, and social cohesion.

3.3 Environmental sustainability barriers

Environmental sustainability barriers in community-based tourism often arise from weaknesses in governance frameworks and institutional support. Environmental degradation frequently reflects insufficient regulatory enforcement and oversight within tourism systems [Baloch et al., 2023]. Commitments to sustainability cannot succeed without integrated institutional backing and operational follow-through. Peng et al. [2025] identifies that tourism pressures, such as resource

overuse or habitat disturbance, intensify when governance is fragmented or coordination is lacking. Sustainability certification programs lose efficacy in the absence of monitoring and accountability mechanisms, with enforcement gaps undermining intended outcomes. Fragmented environmental policies fail to address cumulative impacts, leaving critical vulnerabilities unaddressed. Cross-sector coordination is necessary to integrate conservation objectives into community tourism strategies effectively. Deficiencies in policy implementation frequently exacerbate environmental degradation. Environmental sustainability challenges are inseparable from governance and institutional performance [Đurić et al., 2025].

Local capacity and resource constraints compound environmental barriers, shaping how communities implement sustainable practices. Communities often lack the technical expertise and infrastructure needed for effective environmental management, which limits the feasibility of conservation measures. Han [2022] argues that institutional incentives and support structures are essential to motivate consistent stewardship, as unsupported obligations can produce fatigue and disengagement. Alignment between governance objectives and community priorities determines whether environmental initiatives gain local traction. Zhang et al. [2016] identifies that compliance with sustainability regulations depends on trust in institutional oversight, with skepticism reducing adherence. Perceptions of fairness and transparency influence community commitment to environmental standards. Governance facilitation is necessary to coordinate resources, knowledge transfer, and monitoring. Environmental barriers are amplified when planning processes exclude stakeholder input, limiting adaptive capacity. Mandhyan and Sybol [2025] argues that effective environmental management requires both institutional oversight and local empowerment, creating a dual responsibility for sustainability. Environmental barriers are relational, systemic, and contingent on governance-community interaction.

3.4 Security conditions and tourism governance

Security conditions directly affect the operational and governance environments of community-based tourism. Tourism governance in regions with security concerns faces institutional complexity, requiring adaptive frameworks to maintain continuity and legitimacy. Security challenges affect policy implementation, stakeholder coordination, and tourism planning, influencing both short-term operations and long-term sustainability. Nas [2024] emphasizes that safety perceptions strongly influence tourism confidence, investment, and participation, thereby shaping the broader governance landscape. Integrating security considerations into governance planning enhances institutional resilience, while ignoring such factors weakens community trust. Smolčić and Agababa [2025] reveals that crisis management strategies directly affect destination stability and the capacity to sustain tourism initiatives. Institutional coordination is critical for mitigating the impact of security risks. Se [2024] shows that governance credibility is contingent

on demonstrating competence in ensuring both physical and socio-political security. Security conditions further influence institutional legitimacy, trust, and stakeholder engagement. Unresolved security risks reduce tourism participation and diminish community investment in initiatives. Governance coordination plays a central role in mitigating the operational effects of insecurity, maintaining program continuity, and facilitating stakeholder confidence [Koeswayo et al., 2024]. Effective communication channels reinforce community resilience, ensuring that risk management measures are both understood and supported. Trust in governance institutions mediates how communities respond to security-related challenges, directly affecting compliance and cooperation [Ma et al., 2024]. Security governance is closely linked to the achievement of sustainable outcomes, as unaddressed risks can undermine both environmental and social objectives. Security considerations are deeply intertwined with governance performance, community engagement, and sustainable tourism outcomes.

3.5 Economic vulnerability and market constraints

While governance and sociocultural dynamics form the structural foundation of community-based tourism, economic realities and market constraints act as immediate determinants of operational sustainability. Dependence on tourism as a primary income source, often without adequate financial buffers, significantly heightens the vulnerability of community enterprises [Ortega and Ribeiro, 2024]. When market demand fluctuates, communities face sudden revenue disruptions that can erode social cohesion and discourage continuous participation. Furthermore, economic pressures frequently force local stakeholders to prioritize short-term financial recovery over long-term environmental and cultural sustainability [Bhuiyan et al., 2024]. Market visibility and demand generation present additional hurdles for peripheral CBT initiatives. Weak marketing capacity and limited digital literacy restrict community control over tourism demand, leaving them heavily reliant on external entities, such as Local Government Units (LGUs), for promotion [Li and Shahraki, 2022]. This reliance demonstrates how market factors intersect directly with governance capacity; without institutional support for capacity-building in marketing and financial management, communities struggle to maintain competitive visibility. Ultimately, economic vulnerability and market constraints act as catalysts that magnify existing governance gaps, proving that the financial viability of CBT cannot be isolated from its broader institutional and sociocultural ecosystem.

4. Methods

4.1 Research design

This study utilized a qualitative research design to investigate the interplay of governance structures, sociocultural dynamics, and environmental barriers within community-based tourism (CBT) management in Basilan. The qualitative approach was chosen as it allowed an in-depth exploration of ad-

ministrative processes, institutional arrangements, and stakeholder interactions shaping CBT operations in practice. While survey instruments were administered to local residents and tourists, these data were used descriptively to support triangulation and contextual validation of qualitative findings rather than for statistical or inferential analysis. The core analytical emphasis of the study remains interpretive and qualitative in nature.

The analysis centered on four CBT sites originally examined in the dissertation: Marang-Marang Floating Cottage, Lampinigan Island, the Bajau Cultural Heritage Center of Tampalan, and the Kud Pasangen School of Living Tradition. These sites

were selected to capture diverse governance arrangements, community structures, and operational contexts within Basilan's tourism landscape.

4.2 Study sites and participants

Participants were purposively selected to include stakeholders directly involved in CBT governance and site-level operations. The sample comprised community leaders, local residents, tourism operators, barangay officials, city and municipal tourism officers, provincial tourism staff, and representatives from regional ministries, including MTIT-BARMM. Relevant agency representatives and NGO partners providing techni-

Table 1: Tourism stakeholders

Community	Number of respondents
Marang-Marang Floating Cottage	
Key Informant Interview (KII)	
Community Leader	1
Tourism Operator	2
Local Resident	1
Focus Group Discussion (FGD)	
Local Residents involved in CBT	8
Survey	
Local Resident	10
Tourists	10
Bajau Cultural Heritage of Tampalan	
Key Informant Interview (KII)	
Community Leader	1
Tourism Operator	1
Local Resident	1
Focus Group Discussion (FGD)	
Local Residents involved in CBT	8
Survey	
Local Resident	10
Tourists	10
Kud Pasangen School of Living Tradition	
Key Informant Interview (KII)	
Community Leader	1
Tourism Operator	1
Local Resident	1
Focus Group Discussion (FGD)	
Local Residents involved in CBT	8
Survey	
Local Resident	10
Tourists	10
Lampinigan Beach	
Key Informant Interview (KII)	
Community Leaders	1
Tourism Operators	1
Local Residents	1
Focus Group Discussion (FGD)	
Local Residents involved in CBT	8
Survey	
Local Residents	10
Tourists	10
Other Stakeholders	
Policy Makers	3
Tourism Officers	2

cal or logistical support at the CBT sites were also included. The selection strategy ensured comprehensive representation across governance levels and functional roles, consistent with the study's emphasis on multi-level governance, administrative processes, and sociocultural interactions affecting CBT implementation.

Table 1 summarizes the composition of respondents from multiple sectors involved in Community-Based Tourism (CBT), providing a broad empirical foundation for examining multi-level governance practices in Basilan. The data reflect perspectives drawn from both institutional actors and community-level participants, ensuring that governance experiences are captured across different roles and decision-making levels. A total of 18 key stakeholders participated in the Key-Informant Interviews (KIIs), including two tourism officers, four community leaders, five tourism operators, three policymakers, and four local residents. This composition allowed the study to capture insights from individuals directly involved in policy formulation, program implementation, and site-level operations. According to Slakmon et al. [2025], governance analysis benefits from incorporating voices across administrative hierarchies, as implementation gaps often emerge at points of interaction between agencies and communities. The inclusion of policymakers and tourism officers strengthens the analysis of institutional coordination and role clarity, while community leaders and operators provide grounded perspectives on daily governance realities [Dangi and Petrick, 2021]. In addition to KIIs, Focus Group Discussions (FGDs) were conducted with local residents actively engaged in CBT initiatives, particularly members of CBT associations. Each of the four destinations Marang-Marang Floating Cottage, Bajau Cultural Heritage of Tampalan, Kud Pasangen School of Living Tradition, and Lampinigan Beach contributed eight FGD participants, resulting in a total of 32 discussants. FGDs enabled the exploration of shared experiences related to monitoring, coordination, and participation on collective dialogue in tourism governance research. The group setting also allowed recurring governance concerns to surface across sites, reinforcing the reliability of identified patterns.

Furthermore, 80 survey respondents were included in the study, evenly divided between 40 tourists and 40 local residents. The inclusion of tourists provides complementary insights into how governance outcomes, such as rule enforcement and service consistency, are experienced externally, as suggested by Winter et al. [2025]. Local resident surveys, on the other hand, support the triangulation of governance issues raised during KIIs and FGDs. Methodological triangulation enhances the credibility of governance assessments in tourism studies. Collectively, the respondent profile presented in Table 2 ensures that the analysis of governance gaps is grounded in diverse yet interconnected stakeholder perspectives, strengthening the validity of the study's findings.

4.3 Data collection

Data were collected using semi-structured interviews and focus group discussions (FGDs) conducted across the four CBT destinations. Interviews elicited first-hand accounts of governance procedures, coordination mechanisms, and operational challenges experienced by stakeholders. FGDs complemented these data by highlighting shared perceptions, collective problem-solving strategies, and community-level insights into governance and environmental sustainability practices. Both interview and FGD guides were structured around key themes from the dissertation, including stakeholder responsibilities, administrative procedures, resource flows, regulatory practices, monitoring systems, and perceived governance gaps. Field notes and observational records were also maintained to contextualize responses, particularly regarding visitor management, coordination routines, and site-specific administrative documentation.

4.4 Data analysis

All interview and FGD transcripts were manually coded using a structured thematic analysis approach to identify recurring patterns and insights. The analytical procedure followed a systematic process: first, the researcher familiarized themselves with the data through repeated readings of the transcripts. Second, initial open coding was conducted line-by-line to capture foundational concepts reflecting governance bottlenecks, implementation inconsistencies, coordination failures, and resource or policy limitations. For example, specific participant statements such as "we do not know who to report to" or "offices do not coordinate" were assigned initial codes like role confusion and inter-office delays.

Third, these initial codes were iteratively refined and grouped into broader categories through cross-site comparisons, ensuring that both local contextual differences and common patterns were captured. For instance, the initial codes regarding role confusion and inter-office delays were ultimately collapsed into the major overarching theme of "Unclear Administrative Roles and Fragmented Coordination." To ensure the trustworthiness and credibility of the qualitative findings, methodological triangulation was employed. Survey responses were summarized descriptively and used solely to corroborate patterns emerging from qualitative narratives, thereby strengthening triangulation without altering the qualitative orientation of the study. Furthermore, an audit trail of coding decisions was maintained to minimize subjective researcher bias. The final categorization scheme mirrored the original dissertation's framework but was reorganized to emphasize the interaction of governance structures, sociocultural dynamics, and environmental constraints in shaping CBT outcomes. This analytical approach facilitated a comprehensive understanding of how administrative gaps and institutional arrangements influence the sustainability and effectiveness of community-based tourism initiatives in Basilan.

5. Results and discussion

5.1 Objective 1

Identify the key sociocultural dynamics and sustainable environmental barriers experienced by community-based tourism stakeholders that affect the day-to-day implementation and sustainability of CBT initiatives in the selected study sites in Basilan.

Stakeholders described several operational challenges that shape their day-to-day engagement with tourism and influence the overall stability of community-based tourism [CBT] initiatives. These challenges provide critical empirical context for understanding how community participation, sustainability practices, and operational decision-making unfold at the site level. Rather than existing as isolated issues, these constraints interact and reinforce one another, shaping implementation outcomes across CBT destinations. As such everyday conditions reveal how participation is experienced in practice rather than how it is formally designed. The findings indicate that operational difficulties serve as early indicators of broader capacity and coordination limitations within CBT systems. Stakeholder accounts demonstrate how routine pressures affect cooperation, responsiveness, and adaptive capacity within communities. Saxena and Sahai [2024] similarly emphasized that the effectiveness of CBT depends on how well daily realities align with development intentions. In this regard, the challenges identified by participants help explain variations in sustainability and operational performance across sites. These conditions form the immediate environment in which CBT is implemented and maintained. They also set the stage for understanding subsequent governance-related concerns.

Socio-cultural and community dynamics significantly influence how CBT groups organize, communicate, and manage tourism activities. In several sites, respondents described hesitancy among members to voice opinions or challenge collective decisions. As one association member shared, “Others do not speak up in meetings... they just follow whatever is decided even if they have concerns.” This reluctance often results in unresolved issues that later resurface during implementation. Lazarus et al. [2024] noted that culturally embedded norms

surrounding authority and harmony frequently shape participation behavior in community-based initiatives. Participants also reported disagreements regarding task allocation and responsibility-sharing, which delay planned activities. One resident explained, “Sometimes we argue about who should handle what, and it delays the activity.” El Zein et al. [2019] emphasized that unclear internal roles weaken coordination and shared accountability. In more difficult situations, interpersonal conflicts extended into organizational functions. As a youth volunteer observed, “If members are not in good terms, the work becomes slow because some do not cooperate.” such internal tensions erode social cohesion and collective action. These coordination challenges weaken participatory mechanisms central to CBT. Sociocultural dynamics shape not only engagement levels but also the effectiveness of internal governance at the community level.

Environmental and health-related concerns emerged as persistent operational challenges, particularly in island and coastal CBT sites characterized by fragile ecosystems. Community members emphasized their commitment to environmental care, yet acknowledged that limited equipment and manpower constrain maintenance efforts. One resident explained, “We try to clean weekly, but we don’t have enough tools to maintain the area.” Afef et al. [2025] argued that environmental pressures in CBT settings often reflect institutional and resource constraints rather than lack of community commitment. Waste management during peak visitation periods was identified as a recurring issue, especially where facilities remain inadequate. Health and safety risks linked to weather variability further affect operations. A boat operator shared, “If it rains and the waves are strong, we stop tours even if visitors already arrived.” Another added, “Sometimes guests complain when we cancel, but we cannot risk their safety.” climate-related uncertainty increases operational vulnerability in nature-based tourism [Marković Vukadin et al., 2025]. These experiences highlight environmental exposure and limited adaptive capacity. Environmental management challenges therefore reflect broader structural limitations affecting CBT sustainability.

Economic and resource limitations act as severe, independ-

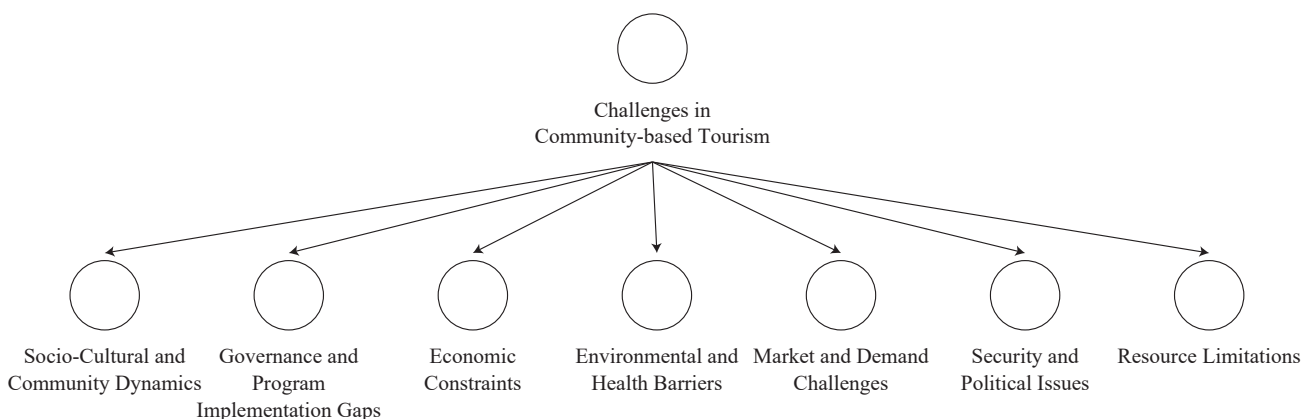


Figure 1: Community-based tourism challenges

ent constraints on the operational capacity of CBT groups, heavily dictating their daily survival. Many initiatives rely entirely on tourist arrivals as their primary income source, operating without financial safety nets or access to formal credit. One resident explained, “When there are no tourists, we really have no earnings.” Ortega and Ribeiro [2024] observed that dependence on tourism income without financial buffers heightens vulnerability in community enterprises. Beyond mere operational pauses, this economic vulnerability forces communities into a reactive stance; when financial survival is at stake, long-term environmental conservation and cultural preservation are often sidelined in favor of immediate economic returns. Furthermore, participants cited limited funds not just as a barrier to improving facilities, but as a hurdle to participating in governance itself, as time spent in unpaid meetings is time taken away from necessary livelihood activities. A community leader shared, “We want to improve our cottages, but we don’t have the funds to buy materials.” Even basic operational requirements create pressure on limited resources. A member from Lampinigan recounted, “Sometimes we need extra chairs or a tent, but we cannot afford them.” Such constraints reduce service quality and competitiveness, restricting reinvestment and long-term planning.

Market and demand-related constraints further paralyze CBT visibility and performance, operating outside the direct control of both the community and local governance. Tourist arrivals fluctuate significantly, often influenced by external market trends, LGU promotion, and social media exposure. Peripheral destinations like Basilan suffer from inherent market marginalization, struggling to compete with established, heavily marketed tourist hubs in the country. As one operator noted, “When there is no promotion from the city, visitors are very few.” Li and Shahraiki [2022] highlighted that weak marketing capacity limits community control over tourism demand. This lack of direct market access leaves communities completely dependent on intermediaries and irregular LGU-led campaigns. A youth volunteer shared, “We don’t know how to maintain an online page... sometimes months pass before it is updated.” Limited digital skills and training contribute to inconsistent online presence. Consequently, the inability to independently generate and sustain market demand strips these communities of their economic autonomy, making them hyper-dependent on the very governance structures that are currently failing them.

While these socio-cultural, environmental, economic, market, and security challenges shape daily CBT operations, stakeholders consistently emphasized that their effects are influenced by broader institutional conditions. Participants noted that many operational difficulties become manageable when coordination is effective and support is sustained. Conversely, fragmented administration and irregular assistance magnify everyday challenges. A governance coherence shapes community capacity to respond to operational pressures. Several respondents explained that environmental and marketing concerns persist “because the support from agencies is not

consistent.” As one community leader stated, “We can manage the tourists and the activities, but the bigger problems come when offices do not coordinate with each other.” These reflections show that institutional arrangements form the structural context within which CBT operates. Weak monitoring, unclear administrative roles, and uneven program access shape how communities respond to pressure. Thus, stakeholder experiences indicate that operational challenges are deeply embedded within broader implementation conditions that influence CBT sustainability in Basilan.

5.2 Objective 2

Analyze the governance gaps encountered by CBT stakeholders, particularly in relation to monitoring and evaluation mechanisms, clarity of institutional roles, inter-agency coordination, and the consistency of policy and program implementation at the local level.

The analysis of interviews and focus group discussions across the four CBT destinations reveals multiple governance and implementation gaps that undermine the consistency, inclusiveness, and effectiveness of community-based tourism in Basilan. These gaps are primarily linked to weaknesses in monitoring and evaluation mechanisms, unclear institutional roles, fragmented inter-agency coordination, uneven access to programs, and inconsistent policy implementation at the local level. Rather than isolated operational concerns, these issues reflect structural governance challenges that shape how CBT initiatives are implemented and sustained. Moscardo [2011] emphasized that tourism outcomes are strongly influenced by the coherence of governance systems rather than by community effort alone. Stakeholder accounts demonstrate that administrative fragmentation and weak coordination intensify implementation difficulties [Ganeshu et al., 2023]. Unclear institutional arrangements often lead to inefficiencies and delayed responses at the community level. The findings align with broader CBT governance literature, which highlights the importance of role clarity, accountability, and coordination. These governance gaps form the institutional context within which CBT stakeholders operate daily. Consequently, governance weaknesses directly influence how resources, responsibilities, and decisions flow across tourism systems in Basilan.

Figure 2 illustrates the governance and program implementation gaps identified by stakeholders as critical barriers to effective CBT in Basilan. An unclear tourism focus, particularly at the provincial level, contributes to fragmented planning and inefficient use of resources, as stakeholders struggle to align objectives and strategies. Sharma et al. [2025] argue that lack of strategic coherence weakens tourism governance outcomes. Resistance to complying with government policies reflects a disconnect between local practices and regulatory frameworks, complicating implementation processes. The prioritization of LGU-affiliated sustainable livelihood programs risks marginalizing broader community interests, contradicting the inclusive principles of CBT. Stakeholders also pointed to the absence

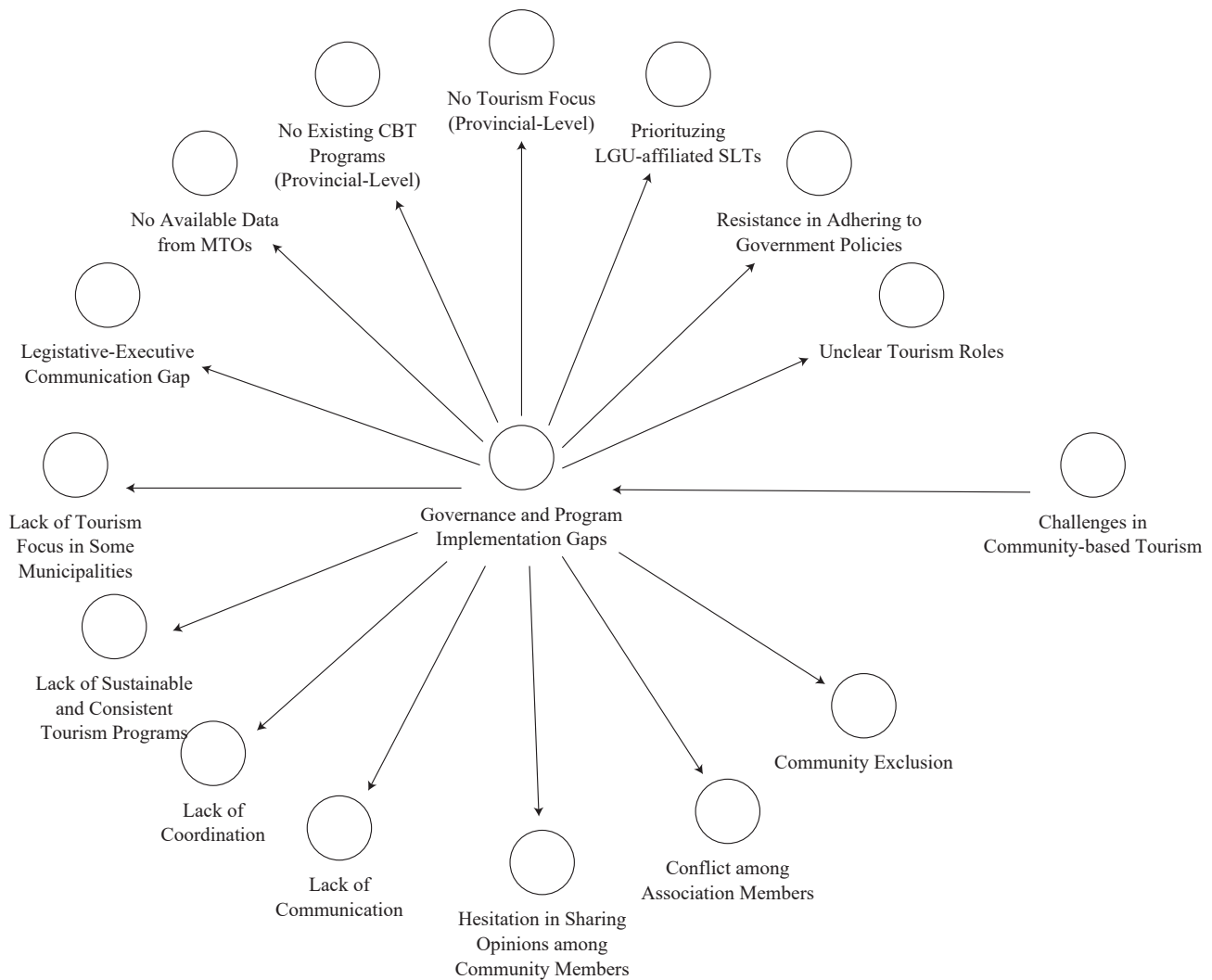


Figure 2: Governance and program implementation gaps

of established CBT programs and reliable tourism data at the municipal level, limiting evidence-based planning. Communication gaps between legislative and executive bodies, along with weak inter-agency coordination, further exacerbate implementation challenges. Tourism spaces are socially constructed through communication and shared meanings, which directly influence behavioral engagement and environmental appreciation among visitors [Bangahan et al., 2025]. Hesitation among community members to voice opinions and internal association conflicts highlight social dynamics that intersect with governance processes. Addressing these governance gaps is therefore essential to strengthening coordination, inclusivity, and institutional accountability in CBT implementation.

5.2.1 Inconsistent monitoring and weak evaluation systems

Across the four CBT destinations, respondents consistently reported the absence of regular and structured monitoring from government agencies. Inspections were described as sporadic and often linked only to official events or VIP visits. One resident stated, “They only visit when there are guests or events... sometimes months pass before they check on us

again.” Another added, “We want them to check regularly so they see what we lack, but most of the time we just wait.” Thao and Bakucz [2024] emphasized that predictable monitoring is central to accountability and learning in tourism governance. Participants noted that visits, when they occur, are brief and superficial. A tourism operator shared, “They come here quickly, look around, then leave. We don’t know if they saw the real problems.” Another remarked, “Sometimes they tell us they will return, but months pass and no one comes back.” These accounts indicate weak evaluation processes that limit meaningful assessment of site conditions.

In several sites, LGUs and regional offices were reported to rely on photo documentation rather than on-site inspections. A resident from Lampingan commented, “They ask for pictures instead of coming here. We send updates, but it is different when they see it themselves.” Another expressed frustration, saying, “How can they evaluate if they don’t really go around? We only hear from them when there is an activity.” As Sedefoglu et al. [2024] noted, remote monitoring weakens enforcement and reduces institutional responsiveness. Community leaders explained that without regular visits, it becomes

difficult to demonstrate needs. This aligns with prior findings emphasizing that perceived leadership responsiveness and governance capacity significantly shape community trust and engagement in public initiatives [Chavez et al., 2024]. One leader shared, “We need them to see the damage or the needs, but if they don’t come, we cannot show it.” Respondents also cited weak oversight of visitor management systems. A boat operator stated, “They don’t check our logbooks unless there is a complaint.” Another guide added, “We were told to record all visitors, but no one checks if we are doing it correctly.” absence of a systematic monitoring framework.

Participants further emphasized that the lack of a clear monitoring schedule creates uncertainty. One operator remarked, “We prepare every week because we don’t know when they will come, but most of the time no one arrives.” A community member echoed, “We are always waiting. There is no fixed schedule, no follow-up.” As a result, stakeholders expressed a strong desire for consistent oversight. A women’s association member shared, “If they visit us regularly, we can show them our improvements and our needs.” Another summarized, “Monitoring should not depend on who is coming. It should be part of their responsibility.” Therefore, monitoring systems must be institutionalized rather than event-driven.

5.2.2 Unclear administrative roles and fragmented coordination

Respondents described persistent confusion regarding which agencies are responsible for specific tourism-related concerns. A tourism operator explained, “Sometimes we do not know who to report to MTIT, the city, or the barangay. We are told different things by different offices.” A resident added, “If we ask the barangay, they tell us to go to the city. If we ask the city, they say MTIT will handle it.” Robb et al. [2022] highlighted that overlapping mandates often result in accountability gaps. In some cases, agencies issued conflicting instructions. One CBT officer stated, “One office will say do this, but another says do it differently. We don’t know who to follow.” Another operator shared, “When there is an issue, we message whoever we can, but sometimes no one replies because they say it’s not their job.” This lack of clarity affects day-to-day operations. A resident from the SLT community shared, “When tourists come unexpectedly, we ask who will help us coordinate, but sometimes no one claims responsibility.” In Tampalan, a member recounted, “We had an activity, and we didn’t know who was in charge of the logistics because three offices were involved. We ended up fixing it ourselves.” fragmented coordination shifts operational burdens to communities, reducing governance effectiveness. Unclear administrative roles undermine coordination and place additional pressure on CBT groups.

5.2.3 Uneven access to government programs and support

Stakeholders consistently reported uneven access to government programs and assistance. Some communities received support, while others experienced long delays without updates.

An SLT member shared, “There are many programs, but not all reach us. We wait, but sometimes we are not included.” A leader added, “If the mayor doesn’t push for it, nothing happens. We depend on whether higher offices prioritize us.” selective program access weakens trust in governance systems. Some communities reported submitting requirements repeatedly without response. A resident from Lampinigan said, “We submitted requirements for a year already, but nothing has reached us.” Another noted, “Sometimes we hear that other places received equipment, but we are still waiting.” Respondents perceived program distribution as selective and unclear. A tourism operator stated, “When there are programs, only chosen groups receive them. We do not understand how they choose.” A leader from Marang-Marang shared, “We are always told to wait for the next batch, but the next batch never comes.” Masfield et al. [2021] argued that perceived inequity in program access reduces stakeholder confidence and engagement. These experiences highlight governance gaps in transparency and equitable program delivery.

5.2.4 One-time, project-based assistance without continuity

Many respondents described receiving one-time assistance without follow-through. A community leader stated, “They give training once, but after that, no follow-up. We don’t know if we are doing it right.” Another resident added, “They left tools with us, but no one checked if we knew how to use them.” Done et al. [2011] noted that short-term interventions without continuity weaken capacity-building outcomes. In several sites, this led to confusion and dependency. One CBT member shared, “They told us to continue the project, but there was no next step. We waited for guidance, but no one returned.” An operator in Tampalan said, “The training was helpful, but we needed more sessions to master it. Since they didn’t come back, we just guessed.” Communities also expressed feelings of abandonment. One resident remarked, “At first, they were here almost every week. After they finished giving what they needed to give, we didn’t see them anymore.” In one case, promised materials were not delivered. A member explained, “They trained us on weaving techniques, but the materials promised after the training never arrived.” Hodge and Turner [2016] emphasized that sustained engagement is essential for effective program implementation.

5.2.5 Weak and uneven policy implementation

Respondents consistently reported inconsistencies in enforcing tourism-related rules. Although policies exist, their application varies across sites. One resident explained, “There are rules, but visitors still break them. Sometimes the barangay helps, sometimes no one responds.” Another shared, “We remind visitors, but without support from authorities, it is difficult.” In Marang-Marang, a leader noted, “We have house rules, but if violators complain to the barangay, they sometimes take the visitors’ side.” Hassan and Naheed [2025] argued that uneven enforcement weakens regulatory credibility. Several

communities reported unclear penalties. A tourism worker in Lampinigan stated, “There is no uniform punishment for breaking rules, so sometimes we just let things pass.” Environmental regulations were also weakly enforced. One respondent shared, “We tell tourists not to pick shells or damage the mangroves, but without strict enforcement, they still do it.” Another added, “We report violations, but sometimes no one comes to inspect.”

5.2.6 Communication delay

Communication delays were reported across all destinations. Stakeholders noted that instructions often arrive late, limiting preparation time. A CBT operator shared, “We are informed at the last minute. “We rush everything because we know very late.” Another resident said, “Sometimes they message us at night about an early morning event.” Sienkiewicz-Małyjurek and Owczarek [2021] emphasized that timely communication is essential for coordinated governance. Although digital platforms exist, they are inconsistently used. One member explained, “We have group chats, but updates are not always posted there.” A guide added, “Important information only reaches us when it is urgent.” participants also described unclear communication channels. One leader shared, “We don’t know where to confirm information. Different offices give different details.” Another stated, “Sometimes instructions change, but we are not informed.” These communication gaps contribute to confusion and operational stress.

5.2.7 Limited representation and exclusion from decision-making

Many respondents felt excluded from tourism planning and decision-making. One community member remarked, “Plans are made, but we only hear about them when they are final.” Another shared, “We find out about new rules when they are already implemented.” Exclusion undermines empowerment in CBT. In several sites, consultations occurred primarily for documentation. An SLT member stated, “They call us for meetings when they need signatures, but not when decisions are being made.” Another added, “Sometimes we are invited, but our suggestions are not followed. Some communities felt that institutional priorities overshadow local needs. A leader explained, “They decide what project is good for us, even if we have different priorities.” Another resident said, “We want to be part of discussions from the beginning, not only the end.” Prencipe [2025] noted that limited representation weakens governance legitimacy. These findings indicate that governance gaps in participation and representation remain significant barriers to effective CBT implementation in Basilan.

5.3 Objective 3

Examine stakeholders’ perspectives and lived experiences on how sociocultural conditions and governance gaps influence community participation, operational decision-making, and the overall sustainability of community-based tourism initiatives

in Basilan

The lived experiences of CBT stakeholders in Basilan reveal that community participation, operational decision-making, and long-term sustainability are deeply intertwined with prevailing sociocultural dynamics and structural governance gaps. As the findings from Objectives 1 and 2 demonstrate, operational challenges do not exist in a vacuum but are continuously shaped by institutional realities. Addressing Objective 3 requires analyzing how these daily realities interact with administrative structures to either enable or constrain community agency.

5.3.1 The impact of sociocultural norms on community participation

Stakeholders experience a significant barrier to meaningful participation rooted in internal sociocultural dynamics. Culturally embedded norms surrounding authority and harmony frequently shape how community members behave in decision-making spaces. For instance, respondents described a noticeable hesitancy among members to voice opinions or challenge collective decisions during meetings. This reluctance often results in unresolved issues that resurface during implementation, weakening the collective action required for CBT. Furthermore, disagreements regarding task allocation and responsibility-sharing frequently delay planned activities and erode social cohesion. As Yin et al. [2023] reveals, cultural norms shape expectations of authority and influence, directly affecting the willingness and manner of engagement within tourism processes.

5.3.2 Compounding effects of exclusionary governance on participation

This internal passive participation is exacerbated by external governance practices that exclude communities from core planning phases. Many respondents expressed feeling that institutional priorities overshadow local needs, noting that they often only hear about plans when they are already final. In several sites, consultations occurred primarily for documentation purposes, with community members invited merely to provide signatures rather than to meaningfully influence decisions. When governance arrangements marginalize community voices and constrain participatory decision-making, it produces tokenistic consultation rather than genuine power-sharing. Consequently, community engagement becomes procedural rather than influential, severely limiting the ability of CBT groups to exercise agency over tourism development outcomes. As Prencipe [2025] noted, limited representation actively weakens governance legitimacy.

5.3.3 Fragmented governance and its strain on operational decision-making

At the operational level, decision-making is heavily burdened by unclear administrative roles and fragmented inter-agency coordination. Stakeholders described persistent confusion re-

garding which agencies are responsible for specific tourism-related concerns, often receiving conflicting instructions from the barangay, the city, and regional ministries like MTIT. Robb et al. [2022] highlighted that such overlapping mandates frequently result in accountability gaps.

When institutional coordination breaks down, the operational and logistical burdens are shifted directly onto the communities. This external confusion compounds existing internal sociocultural challenges, such as disagreements regarding task allocation and responsibility-sharing among community members. As El Zein et al. [2019] emphasized, unclear internal roles weaken coordination and shared accountability. Furthermore, routine communication delays—where instructions or event details arrive at the last minute—force community members to rush preparations, introducing unnecessary operational stress and limiting their ability to make proactive, well-planned decisions.

5.3.4 Governance-mediated environmental sustainability barriers

The lived experiences of stakeholders underscore that environmental sustainability barriers are largely governance-mediated rather than a result of community indifference. Community members consistently emphasized their commitment to environmental care, yet acknowledged that their efforts are heavily constrained by limited equipment and manpower. This aligns with Afef et al. [2025], who argued that environmental pressures in CBT settings often reflect institutional and resource constraints rather than a lack of community commitment.

These localized constraints are worsened by weak and uneven policy implementation from governing bodies. Respondents reported that while environmental rules exist (such as prohibitions on picking shells or damaging mangroves), enforcement is weak and there are no uniform punishments for violators. Stakeholders find it difficult to manage non-compliant visitors without the active backing of local authorities. Furthermore, the absence of regular, on-site monitoring—with agencies sometimes relying merely on photo documentation—prevents governing bodies from accurately assessing environmental damage and institutionalizing enforceable accountability. As Thao and Bakucz [2024] emphasized, predictable monitoring is central to accountability and learning in tourism governance.

5.3.5 The illusion of capacity-building and the erosion of trust

The long-term viability of CBT in Basilan is heavily undermined by how government support is delivered to the communities. Stakeholders frequently described experiencing one-time, project-based assistance—such as receiving initial training or equipment—without any subsequent guidance or follow-through. This lack of sustained engagement creates confusion, leaves communities guessing on next steps, and often

fosters feelings of abandonment. As Done et al. [2011] noted, short-term interventions without continuity actively weaken capacity-building outcomes. When this dynamic is combined with a perception that access to government programs is uneven and selectively distributed, it severely reduces stakeholder confidence and erodes trust in the broader governance system. Consequently, these governance gaps reinforce community dependency rather than building the adaptive capacity required for sustainable tourism.

5.3.6 Vulnerability to political shifts and security perceptions

Long-term sustainability is further compromised by external vulnerabilities, specifically shifting political priorities and lingering security concerns. Stakeholders observed that when local officials change, tourism priorities often shift with them, which introduces uncertainty and disrupts ongoing planning efforts. Handoyo and Anas [2024] argued that such policy inconsistency directly undermines stakeholder confidence and long-term engagement. Additionally, even though local safety has improved, the historical perception of insecurity in Basilan persists among potential visitors, constraining CBT growth and compounding the economic pressures communities face.

5.4 Limitations of the study

While this study provides valuable insights into CBT governance, it has certain limitations. First, the geographic scope is restricted to four specific CBT sites within the socio-politically unique context of Basilan, limiting the generalizability of the findings to destinations with different historical or administrative conditions. Second, the research relies primarily on qualitative, self-reported data from interviews and focus groups, which may be subject to recall or subjective biases. Finally, while survey data was collected, it was utilized strictly for descriptive triangulation rather than inferential statistical analysis. Acknowledging these boundaries, future research could employ larger-scale quantitative methods across diverse peripheral regions to further validate these findings.

6. Conclusion

This study examined how sociocultural dynamics, governance gaps, and environmental sustainability barriers collectively shape the implementation and long-term viability of community-based tourism (CBT) initiatives in Basilan from the perspectives of key stakeholders. The findings demonstrate that the challenges confronting CBT in the province are not rooted in a lack of community willingness or cultural capacity, but in structurally embedded governance weaknesses that condition how participation, decision-making, and sustainability are experienced in practice.

Sociocultural norms, internal community relations, and collective values significantly influence participation patterns and operational coordination. However, these dynamics become constraining primarily when they intersect with unclear insti-

tutional roles, fragmented coordination, and inconsistent policy support. As a result, community engagement often remains procedural and tokenistic rather than influential, limiting the ability of CBT groups to exercise genuine agency over tourism development outcomes.

The analysis further revealed that environmental sustainability barriers—such as waste management constraints, climate exposure, and limited conservation capacity—are governance-mediated rather than community-driven. While stakeholders consistently expressed commitment to environmental protection, the absence of sustained monitoring, technical assistance, and enforcement mechanisms weakened implementation. Environmental risks therefore persist not because of local neglect, but due to gaps in institutional follow-through and accountability. This confirms that sustainability challenges in CBT settings require coherent governance systems capable of aligning conservation objectives with operational realities.

Ultimately, governance gaps emerged as the central explanatory factor linking sociocultural dynamics and environmental barriers to uneven CBT outcomes. Weak monitoring and evaluation systems, overlapping administrative mandates, inconsistent program access, and short-term project-based interventions constrained the continuity and effectiveness of CBT initiatives. Stakeholders experienced governance as episodic, selective, and reactive, which eroded trust and reinforced dependency rather than building adaptive capacity. These structural weaknesses leave community initiatives highly vulnerable to shifting political priorities and historical security perceptions, further disrupting long-term planning.

Foregrounding stakeholder experiences across multiple CBT sites, this study affirms that CBT sustainability is not determined solely by cultural assets or local motivation, but by the quality of governance arrangements that translate policy intentions into consistent support, clear roles, and inclusive decision-making. In socio-politically complex and peripheral contexts such as Basilan, governance coherence, institutional presence, and procedural fairness are decisive conditions for sustaining community-based tourism. To translate these findings into actionable policy, several practical applications are recommended. First, to resolve overlapping mandates and fragmented coordination, the provincial government and MTIT-BARMM should establish a unified Basilan Inter-Agency CBT Council. This council must operate with a publicly accessible, legally binding matrix that delineates the exact responsibilities and financial obligations of the barangay, municipal, and regional offices. Second, to address the lack of consistent evaluation, LGUs must replace event-driven, photo-based monitoring with standardized digital logbooks and environmental scorecards. These tools, managed jointly by local authorities and CBT associations, would ensure real-time, transparent data collection and enforceable environmental accountability. Finally, to combat the dependency created by short-term interventions, government agencies must shift from one-off training seminars to a Phased CBT Mentorship Framework. Under this frame-

work, institutional support, including marketing assistance and financial management training, would be legally sustained until the community enterprise reaches predefined, measurable milestones of operational and economic autonomy.

Future research should extend this analysis by examining longitudinal governance interventions to assess how sustained monitoring, clarified institutional roles, and coordinated inter-agency frameworks influence CBT resilience over time. Comparative studies across other BARMM provinces or similarly peripheral regions would help determine whether the governance patterns identified in Basilan reflect broader systemic conditions or context-specific dynamics. Quantitative or mixed-methods approaches may also be employed to measure the relationship between governance consistency, stakeholder trust, and sustainability outcomes. Additionally, future studies should explore how security governance and crisis management mechanisms interact with tourism planning and community participation, particularly in destinations where historical risk perceptions continue to shape tourism trajectories. Such inquiries would deepen understanding of how adaptive, inclusive, and accountable governance can transform CBT from a policy ideal into a durable development practice.

Acknowledgements

The author affirms that this study was independently carried out and reflects personal academic effort and critical analysis. All concepts, interpretations, and discussions presented in this paper were carefully developed by the author throughout the research process. Any use of artificial intelligence tools was strictly limited to minor language refinement, such as improving grammar and clarity of expression. These tools were not involved in developing the research ideas, conducting the analysis, interpreting the findings, or composing the substantive sections of the manuscript. The author fully assumes responsibility for the authenticity, accuracy, and originality of the entire work, including its analyses, interpretations, and conclusions.

References

- Abreu, L. A. d., Walkowski, M. d. C., Perinotto, A. R. C., and Fonseca, J. F. d. (2024). Community-based tourism and best practices with the sustainable development goals. *Administrative Sciences*, Vol. 14, No. 2, 36.
- Almulhim, A. I. and Yigitcanlar, T. (2025). Understanding smart governance of sustainable cities: A review and multi-dimensional framework. *Smart Cities*, Vol. 8, No. 4, 113.
- Amin, G., Rahmiati, F., Ismail, Y., Simatupang, T., and Larso, D. (2020). Community participation in tourism development. *Proceeding of the International Conference on Family Business and Entrepreneurship*, Vol. 1, 1398.
- Baloch, Q. B., Shah, S. N., Iqbal, N., Sheeraz, M., Asadullah, M., Mahar, S., and Khan, A. U. (2023). Impact of tourism development upon environmental sustainability: A suggested framework for sustainable ecotourism. *Environmental Science and Pollution Research International*, Vol. 30, No. 3,

- pp. 5917-5930.
- Banda, L. O. L., Banda, C. V., Banda, J. T., and Singini, T. (2024). Preserving cultural heritage: A community-centric approach to safeguarding the Khulubvi Traditional Temple Malawi. *Heliyon*, Vol. 10, No. 18, E37610.
- Bangahan, S., Daguplo, M. G. L., Hayudini, M. A. A., Jikiri, S. B., Cabajon-Sabdani, F. M. A., Lulu, F. M., and Chavez, J. V. (2025). Role of tourism branding communication in shaping destination perceptions and visitor behavior engagement. *Environment and Social Psychology*, Vol. 10, No. 6, 3272.
- Bell, K. and Reed, M. (2022). The tree of participation: a new model for inclusive decision-making. *Community Development Journal*, Vol. 57, No. 4, pp. 595-614.
- Bhuiyan, M. A., Paiano, A., and Crovella, T. (2024). Exploring the nexus between economic and environmental issues in the tourism sector at the country level: A replicable framework. *Heliyon*, Vol. 10, No. 5, E26510.
- Bramwell, B. and Lane, B. (2011). Critical research on the governance of tourism and sustainability. *Journal of Sustainable Tourism*, Vol. 19, pp. 411-421.
- Chavez, J. V., Garil, B. A., Padirque, C. B., Askali, S. T., and Indama, A. (2024). Assessing innovative and responsive young leaders in public service: Lens from community clientele. *Environment and Social Psychology*, Vol. 9, No. 9, 2876.
- Dangi, T. B. and Petrick, J. F. (2021). Augmenting the role of tourism governance in addressing destination justice, ethics, and equity for sustainable community-based tourism. *Tourism and Hospitality*, Vol. 2, No. 1, pp. 15-42.
- Done, A., Voss, C., and Rytter, N. (2011). Best practice interventions: Short-term impact and long-term outcomes. *Journal of Operations Management*, Vol. 29, pp. 500-513.
- Đurić, Z., Cvijanović, D., Petek, V., and Potočnik Topler, J. (2025). Sustainability struggle: Challenges and issues in managing sustainability and environmental protection in local tourism destinations practices: An overview. *Sustainability*, Vol. 17, No. 15, 7134.
- El Zein, M., Bahrami, B., and Hertwig, R. (2019). Shared responsibility in collective decisions. *Nature Human Behaviour*, Vol. 3, No. 6, pp. 554-559.
- Ezeh, M., Ogbu, A., Ikevuje, A. H., and George, E. (2024). Stakeholder engagement and influence: Strategies for successful energy projects. *International Journal of Management and Entrepreneurship Research*, Vol. 6, pp. 2375-2395.
- Fauzi, D. (2025). The impact of participatory inclusive governance and stakeholder engagement in fostering a just twin transition. *Architecture Image Studies*, Vol. 6, pp. 1106-1121.
- Gamu, J. K. and Soendergaard, N. (2024). Governance capture and socio-environmental conflict: a critical political economy of the global mining industry's prior consultation regime. *Review of International Political Economy*, Vol. 31, No. 3, pp. 880-904.
- Ganeshu, P., Fernando, T., and Keraminiyage, K. (2023). Barriers to, and enablers for, stakeholder collaboration in risk-sensitive urban planning: A systematised literature review. *Sustainability*, Vol. 15, No. 5, 4600.
- Gayo, L. and Katonge, J. H. (2025). The impacts of community-based tourism on local livelihoods in communities adjacent to national Parks in Northern Tanzania. *Cogent Social Sciences*, Vol. 11, No. 1.
- Ginting, N., Gardiner, S., Rahman, N., and Saragih, S. (2024). Towards a conceptual framework for sustainable tourism governance: A literature review. *Environment-behaviour Proceedings Journal*, Vol. 9, pp. 329-338.
- Gonul, E. (2025). Governance practices in sustainable tourism: A case-based documentary review on the "single voucher" system in Bonito, Brazil. *Geographies Planning and Tourism Studios*, Vol. 5, pp. 195-205.
- Han, T. A. (2022). Institutional incentives for the evolution of committed cooperation: ensuring participation is as important as enhancing compliance. *Journal of the Royal Society Interface*, Vol. 19, No. 188, 20220036.
- Handoyo, S. and Anas, S. (2024). The effect of environmental, social, and governance (ESG) on firm performance: The moderating role of country regulatory quality and government effectiveness in ASEAN. *Cogent Business and Management*, Vol. 11, No. 1.
- Hassan, A. and Naheed, S. (2025). Effective commercial regulation and enforcement as a pathway to economic justice: A case study of Pakistan. Vol. 3, pp. 237-253.
- Hodge, L. and Turner, K. (2016). Sustained implementation of evidence-based programs in disadvantaged communities: A conceptual framework of supporting factors. *American Journal of Community Psychology*, Vol. 58.
- Hossain, S. and Hena, H. (2024). The study explores the correlation between cultural influence and community engagement in fostering social safety for tourists.
- Howes, M., Wortley, L., Potts, R., Dedekorkut-Howes, A., Serrao-Neumann, S., Davidson, J., Smith, T., and Nunn, P. (2017). Environmental sustainability: A case of policy implementation failure? *Sustainability*, Vol. 9, No. 2, 165.
- Irwan, I., Sumandiyar, A., and Djohar, D. (2025). The role of social structure in tourism governance in village communities of soppeng regency. *Formosa Journal of Multidisciplinary Research*, Vol. 4, pp. 2493-2502.
- Jackson, L. A. (2025). Community-based tourism: A catalyst for achieving the United Nations Sustainable Development Goals One and Eight. *Tourism and Hospitality*, Vol. 6, No. 1, 29.
- Koeswayo, P. S., Haryanto, H., and Handoyo, S. (2024). The impact of corporate governance, internal control and corporate reputation on employee engagement: a moderating role of leadership style. *Cogent Business and Management*, Vol. 11, No. 1.
- Levine, J. R. (2017). The paradox of community power: Cultural processes and elite authority in participatory governance. *Social Forces*, Vol. 95, No. 3, pp. 1155-1179.

- Li, G. and Shahraki, A. A. (2022). Tourism enterprises marketing management and upgrading situation of tourist sites to achieve sustainable regional economic development. *Sustainability*, Vol. 14, No. 23, 15913.
- Ma, Y., Ma, B., Yu, L., Ma, M., and Dong, Y. (2024). Perceived social fairness and trust in government serially mediate the effect of governance quality on subjective well-being. *Scientific Reports*, Vol. 14, 15905.
- Mandhyan, K. and Sybol, S. (2025). The human side of sustainability: Environmental leadership and its impact on employee growth.
- Marković Vukadin, I., Zovko, M., Mandić, A., and Zovko, D. (2025). Climate change, nature-based tourism, and aging: Assessing vulnerability and resilience in urban and natural protected areas: Semi-systematic review. *Urban Science*, Vol. 9, No. 12, 543.
- Masefield, S. C., Msosa, A., Chinguwo, F. K., and Grugel, J. (2021). Stakeholder engagement in the health policy process in a low income country: A qualitative study of stakeholder perceptions of the challenges to effective inclusion in Malawi. *Bmc Health Services Research*, Vol. 21, No. 1, 984.
- Moscardo, G. (2011). Exploring social representations of tourism planning: Issues for governance. *Journal of Sustainable Tourism*, Vol. 19, pp. 423-436.
- Muzumdar, P. (2025). Theory of organizational justice: Dynamics of workplace fairness and equity.
- Nas, Z. (2024). The importance of security on tourism. *Sarhad Journal of Management Sciences*, Vol. 10, pp. 275-287.
- Ngo, T. H. and Creutz, S. (2022). Assessing the sustainability of community-based tourism: a case study in rural areas of Hoi An, Vietnam. *Cogent Social Sciences*, Vol. 8, No. 1.
- Ortega, B. and Ribeiro, M. A. (2024). An index of the economic dependence on Tourism. *Tourism Economics*, Vol. 31, No. 3, pp. 426-452.
- Peng, J., Li, J., Peng, L., and Zhang, Y. (2025). Forest ecosystem conservation through rural tourism and ecosystem services: A systematic review. *Forests*, Vol. 16, No. 10, 1559.
- Prencipe, A. (2025). Accountability between compliance and legitimacy: Rethinking governance for corporate sustainability. *Sustainability*, Vol. 17, No. 20, 9305.
- Reamico, D. M. D., Bangahan, S., Hayudini, M. A. A., et al. (2025). Strategizing marketing initiatives from tourism-seeking behaviors among travelers. *Environment and Social Psychology*, Vol. 10, No. 7, 3880.
- Renckens, S. and Elliott, C. (2025). Overlap and fragmentation in the global governance complex of sustainable finance. *Review of International Political Economy*, pp. 1-32.
- Robb, L., Candy, T., and Deane, F. (2022). Regulatory overlap: A systematic quantitative literature review. *Regulation and Governance*, Vol. 17.
- Saba, C. S., Alola, A. A., and Ngepah, N. (2025). Exploring the role of governance and institutional indicators in environmental degradation across global regions. *Environmental Development*, Vol. 54, 101152.
- Sarhan, M., Pernecky, T., Orams, M., and Lück, M. (2025). Exploring collaborative governance and community participation in tourism and conservation: Insights from Waiheke Island, New Zealand. *Frontiers in Sustainable Tourism*, Vol. 4, 1567048.
- Saxena, K. and Sahai, A. (2024). Understanding the effectiveness of cognitive behavioural therapy: A study on offenders. *Annals of Neurosciences*, Vol. 32, No. 4, pp. 309-314.
- Se, A. (2024). Exploring the determinants of government effectiveness and public confidence: A comprehensive review of transparency, stability, and leadership in governance.
- Sedefoglu, D., Ohly, S., Schmitt, A., and Göritz, A. S. (2024). Leading in times of crisis and remote work: perceived consideration leadership behavior and its effect on follower work engagement. *Frontiers in Organizational Psychology*, Vol. 2, 1359541.
- Sghairi, A. B. D. and Sdiri, H. (2025). Customer environmental pressure, environmental initiatives and innovation as pathways to overcoming operational obstacles: The critical role of gender diversity. *International Journal of Innovation Studies*, Vol. 9, No. 4, pp. 326-342.
- Sharma, S., Jasrotia, A., Duggal, S., and Garg, A. (2025). Legal frameworks for sustainable global tourism: A comparative study of regulatory instruments and industry compliance.
- Shin, H., Jo, Y., Lee, S., Park, J., Cho, J., and Kim, H. (2025). ESG for sustainability in hospitality and tourism: A theoretical and practical review with a future research agenda. *Journal of Travel Research*, Vol. 65, No. 1, pp. 3-36.
- Sienkiewicz-Małyjurek, K. and Owczarek, T. (2021). Complementarity of communication and coordination in ensuring effectiveness of emergency management networks. *Sustainability*, Vol. 13, No. 1, 221.
- Slakmon, B., Keynan, O., and Rubin Zelig, N. (2025). Governance change: The implementation of collaborative governance in Israel. *Administrative Theory and Praxis*, Vol. 47, No. 4, pp. 313-332.
- Smolčić Jurdana, D. and Agbaba, R. (2025). Management of crisis situations towards tourism destination sustainability: Key factors and measures. *Sustainability*, Vol. 17, No. 23, 10871.
- Stanikzai, M. E. and Mittal, E. (2025). Strategic alignment of organizational structure based on decisions for sustainable organizational performance: A bibliometric-systematic literature review. *Cogent Business and Management*, Vol. 12, No. 1.
- Suriyankietkaew, S., Krittayaruangroj, K., Thinthan, S., and Lumlongrut, S. (2025). Creative tourism as a driver for sustainable development: A model for advancing SDGs through community-based tourism and environmental stewardship. *Environmental and Sustainability Indicators*, Vol. 27, 100828.
- Sutiyooso, B. U. and Faedlulloh, D. (2024). Navigating social capital development through organisational citizenship behaviour in local government bureaucracy. *Cogent Social*

Sciences, Vol. 10, No. 1.

- Thao, H. T. P. and Bakucz, M. (2024). Good governance and tourism development in Vietnam: Looking back at the past three decades (1990-2023). *Cogent Business and Management*, Vol. 11, No. 1.
- Usmaedi, U., Lansiw, M., Studyanto, A., Gymnastiar, I., and Amin, F. (2024). Cultural heritage preservation through community engagement a new paradigm for social sustainability. *Indonesian Journal of Studies on Humanities, Social Sciences and Education*, Vol. 1, pp. 50-59.
- White, E., van Melik, R., and Bendle, J. (2024). Perceived impacts of tourism on community identity: Perspectives of two Scottish highland communities. *Tourism Planning and Development*, Vol. 21, No. 6, pp. 917-939.
- Winter, T., Kim, S., and Palmer, N. (2025). Tourism-driven inclusive growth: Insights from Brazil's northeast. *Tourism Planning and Development*, pp. 1-24.
- Yin, J., Qu, X., and Ni, Y. (2023). The power of culture: How it shapes tourists' online engagement with destinations. *Journal of Travel and Tourism Marketing*, Vol. 40, pp. 258-275.
- You, C., Liu, W., Qu, H., Feng, C.-C., and Guo, L. (2025). Non-linear dynamics of natural and cultural ecosystem service supply and demand. *Npj Heritage Science*, Vol. 13, No. 1.
- Zhang, J., Liu, H., Sayogo, D., Picazo-Vela, S., and Luna-Reyes, L. (2016). Strengthening institutional-based trust for sustainable consumption: Lessons for smart disclosure. *Government Information Quarterly*, Vol. 33.

Received: March 26, 2026

Revised: April 18, 2026


Accepted: April 27, 2026

Published: May 31, 2026

Copyright © 2026 International Society for Tourism Research



This article is licensed under a Creative Commons [Attribution-Non-Commercial-NoDerivatives 4.0 International] license.

 https://doi.org/10.37020/jgtr.11.1_25