



# Natural Resource-Based Tourism as a Strategy for Rural Development and Economic Resilience

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## Abstract

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*Community-Based Tourism (CBT); Institutional Collaboration; Rural Development; Economic Resilience*

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This study examines how integrating the Community-Based Tourism (CBT) value chain with an institutional-community collaboration framework can enhance inclusion and sustainability in rural tourism development, as well as economic resilience. A qualitative phenomenological case study was conducted in two villages in Magelang Regency, Central Java, Indonesia, which were selected for their rich natural resources, including mountainous landscapes, terraced settlements, and agrotourism areas. Data were collected from 15 key informants, including village leaders, tourism operators, government officials, and community members, selected through purposive and snowball sampling. Various methods, including in-depth interviews, focus group discussions, and participatory observation, were employed, with the data analyzed thematically using NVivo 12. Triangulation and member verification were applied to ensure validity and credibility. Findings suggest that integrating CBT with institutional collaboration enhances local livelihoods, increases social participation, and strengthens community resilience. This integration also ensures equitable benefit sharing, prevents elite domination, and supports inclusive governance. Strategic recommendations include the establishment of village-owned companies and cooperatives, capacity-building programs for women and youth, and the integration of digital innovations in tourism marketing. This study contributes to the literature by proposing a two-layer integrated model that links economic value creation (CBT Value Chain) with governance mechanisms (Institutional Collaboration Framework). The study concludes that nature-based tourism, when grounded in strong partnerships between communities and institutions, can foster sustainable entrepreneurship and promote rural economic stability. Future research is encouraged to adopt a longitudinal and cross-country approach that emphasizes governance, cultural context, and technological tools such as microfinance and digital platforms.

## Introduction

Rural areas are often endowed with abundant natural resources, such as mountains, hilly landscapes, beaches, and biodiversity, that hold significant potential as economic assets (Chatra, 2025; Putri, 2024). The utilization of these resources for tourism activities, particularly nature-based tourism or ecotourism, has been proven to generate employment, distribute income, and diversify livelihoods in regions that were previously reliant on a single agricultural sector (Wildan & Sukardi, 2023; Tola et al., 2024). Reports from the World Bank and various policy studies emphasize that naturebased tourism can serve as a driver of local development and conservation, while simultaneously creating new economic opportunities for rural communities (World Bank, 2020; Ceballos-Lascurain, 1996; Duffy, 2015; Gupta et al., 2023).

However, in practice, many challenges hinder the transformation of natural potential into sustainable economic benefits. Resource exploitation without value addition, dependence on a single agricultural commodity, inadequate infrastructure, and unequal distribution of benefits among community groups remain key obstacles (Adenle et al., 2018; Judijanto et al., 2025). Empirical studies and literature reviews also suggest that ad hoc tourism management or limited community participation can lead to reduced socio-economic benefits and even create environmental pressures (Ferdiansyah et al., 2025; Mitria & Nova, 2024; Mu'alim & Habibussalam, 2021).

At the same time, academic literature on ecotourism and rural tourism has grown rapidly, including bibliometric analyses mapping major research themes such as conservation, community management, economic impacts, and policy (Khanra et al., 2021; Liu & Li, 2020; Shasha et al., 2020; Xaxa, 2025). Nevertheless, studies that explicitly examine economic resilience remain relatively limited, with much of the focus still directed at specific tourism aspects, for instance, tourist demand behavior, destination management models, or conservation issues, without directly linking how nature-based tourism strengthens household economic resilience and local economic structures against shocks such as commodity price fluctuations, pandemics, or disasters (Anang & Par, 2023; Anom & Suryasih, 2024; Sutono, 2023). Research on resilience in the tourism context emphasizes the importance of studies that examine the connections between regional structural features, social capacity, and economic mechanisms that facilitate tourism's support for long-term economic resilience (Singgalen & Prasadja, 2025). Although many studies address various aspects of tourism (destination management, conservation, community participation), relatively few empirically and conceptually connect nature-based tourism development with rural economic resilience. This includes identifying the mechanisms and structural conditions that determine the success of such

transformations, as well as addressing the economic inequalities that affect communities impacted by tourism (Luo et al., 2025; Tola et al., 2024).

This article therefore aims to examine the role of nature-based tourism in rural development and economic resilience, with a focus on: (1) how nature-based tourism can foster economic diversification and create local value addition, (2) the structural and social barriers that hinder the equitable distribution of tourism benefits to affected communities, and (3) policy recommendations and community-based management models that can strengthen local economic capacities. This research objective is informed by findings in relevant reviews and empirical studies (Wildan & Sukardi, 2023; Zhang & Chen, 2024; Xu et al., 2024).

## Methods

This study employed a qualitative case study design with a phenomenological orientation to explore the role of natural resource-based tourism in rural development and economic resilience. The research was conducted in two rural villages in Magelang Regency, Central Java, Indonesia, which were selected for their diverse natural tourism resources, including mountain views, terraced settlements, and agro-tourism areas. The study population consisted of rural communities engaged in or affected by tourism activities, while the sample comprised 15 key respondents selected through purposive and snowball sampling to ensure diverse perspectives (Creswell, 2016; Patton, 2015). Respondents comprised village leaders, tourism actors (guides, homestay owners, micro-entrepreneurs), government officials, and non-tourism community members. Fieldwork was conducted in August 2025.

Data collection techniques included semi-structured in-depth interviews, two focus group discussions (FGDs), and participant observation in tourism activities. The tools employed were audio recorders for interviews, field notebooks for participant observation, and NVivo 12 software to support coding and thematic analysis (Jackson & Bazeley, 2019). The data from the interviews and observations were imported into NVivo, and then open coding was performed to identify units of meaning from the transcripts. Codes with similar meanings were grouped into broader categories to form the main themes of the study. From this process, several main themes emerged, including Economic Diversification, which reflects community efforts to expand sources of income as a strategy for economic sustainability, Community Empowerment, which shows an increase in community capacity and independence through skills training, community collaboration, and support from local institutions; and Social Awareness and Inclusion, which describes

the growth of social empathy, solidarity between groups, and acceptance of differences as part of strengthening the values of togetherness and social inclusiveness.

Data were analyzed using Braun and Clarke's (2006) six-phase thematic analysis framework, which involved familiarization, coding, theme development, and interpretation. To ensure validity and trustworthiness, triangulation of data sources and methods was applied, member checking was conducted with key respondents, and thick descriptions were provided to capture the socio-cultural context (Lincoln & Guba, 1985; Yin, 2014). Reflexivity was maintained through the researcher's field journals, while an audit trail documented all stages of data collection and analysis.

## Result

### *1.1. Nature-Based Tourism and Economic Diversification*

The results of research conducted in two locations, namely Dusun Butuh (destination Nepal Van Java) and Desa Mangli (destination Mangli Skyview), demonstrate that the development of nature-based tourism (NBT) has promoted economic diversification among local communities. Interviews with homestay operators, tour guides, and local artisans indicate an increase in employment opportunities outside the agricultural sector. In Dusun Butuh, the majority of respondents reported that they obtained additional income from homestay services (30%) and indirect benefits from selling coffee and vegetables (10%). In contrast, in Desa Mangli, greater opportunities were found in local culinary ventures (23%) and tourism-related transportation services (13%).

Observational data also record a 35% increase in the number of small businesses directly connected to tourism in Butuh, as well as a 28% increase in Mangli over the past two years. These findings reinforce the argument that NBT plays a crucial role in generating local added value, diversifying livelihoods, and expanding the economic chain in rural villages. However, survey results in both locations show that approximately 27–30% of the community have not yet felt direct benefits from NBT. In Butuh, the lagging group is generally farmers who do not possess homes in strategic locations along the main tourism routes, and thus cannot develop homestays. Meanwhile, in Mangli, some community members mention limited capital and skills as barriers to involvement in tourism enterprises. Although village economic activity has increased, the direct contribution to personal income for these groups remains limited.

To understand the community's perception of the economic impact of nature-based tourism, researchers conducted interviews with 18 local respondents, seven

from Butuh (Nepal Van Java), and 11 from Mangli Village (Mangli Skyview). Along with in-depth interviews, they also used a questionnaire for descriptive mapping to identify the types of economic benefits experienced by the community. The results of this mapping are shown in Table 1 below.

**Table 1.** Distribution of economic benefits from NBT in Dusun Butuh (Nepal Van Java) and Desa Mangli (Mangli Skyview), N = 18respondents.

Type of Economic Benefit	Butuh (n = 7 Respondens)	Mangli (n = 11 Respondens)	Total (%)
<b>Direct benefits</b>			
Homestay services	2 (29%)	3 (27%)	28%
Local culinary ventures	1 (14%)	2 (18%)	17%
Tourism transportation services	1 (14%)	2 (18%)	17%
Creative Tourism Services (Photo, Drone, etc.)	1 (14%)	1 (9%)	11%
<b>Subtotal direct benefits</b>	<b>5 (71 %)</b>	<b>8 (73%)</b>	<b>67%</b>
<b>Indirect benefits</b>			
Increased demand for agricultural products (vegetables)	2(29%)	1(9%)	17%
Increased general economic activity (shops/stalls)	0%	1(9%)	6%
<b>Subtotal indirect benefits</b>	<b>2 (29%)</b>	<b>2 (18%)</b>	<b>22%</b>
<b>No Benefits</b>	0%	1 (9%)	6 %
<b>Total</b>	<b>7 (100%)</b>	<b>11 (100%)</b>	<b>100%</b>

*Sources: Author’s field data, 2025.*

The data in Table 1 shows that most respondents in Butuh (Nepal Van Java) and Mangli Village (Mangli Skyview) derive direct economic benefits from nature-based tourism (NBT) development. Approximately 67% of respondents reported an increase in household income through tourism activities, mainly from homestay services (28%) and local culinary businesses (17%). This shows that community economic involvement is strongest in sectors directly related to tourists, in line with the principles of community-based tourism (CBT). Meanwhile, indirect benefits, such

as increased demand for agricultural products and economic activity in kiosks or small shops, were reported by only around 22% of respondents. These findings suggest that the impact of tourism on sectors beyond core tourism activities remains limited.

Interestingly, only about 6% of respondents reported not having yet felt any economic benefits. This means that most of the community has benefited from NBT activities, albeit to varying degrees. Interview results show that individuals with capital or business assets, such as a house for homestays or culinary skills, tend to benefit more than those without these resources. Thus, although NBT has opened up new economic opportunities and encouraged local businesses, equitable distribution of benefits remains a challenge. Strengthening community capacity and institutional support is necessary to ensure that the economic impact of tourism is felt more fairly and sustainably at the village level.

Qualitative findings from in-depth interviews corroborate the survey data. Respondents in Butuh emphasized that homestays have become the main driver of the local economy outside of agriculture, with one operator stating, "Homestays are our way to ensure tourists stay longer, so the village can feel the circulation of money." In Mangli, a tour guide (NA) highlighted opportunities for youth: "Mangli Skyview gives young people a chance to work as guides and culinary entrepreneurs, so they do not have to migrate." Another informant (AS) added: "Tourism not only increases income, but also gives young people a reason to stay in the village because there are new jobs." These findings suggest that economic diversification through NBT has not only economic implications but also social ones. It strengthens community identity, provides opportunities for younger generations, and helps reduce migration to cities.

These findings align with the existing literature, which shows that nature-based or rural tourism can make a meaningful contribution to economic growth, employment, and diversification in rural areas. For example, Gupta, Zhu, Earley, et al. (2023) found that nature-based tourism around protected areas yields significant direct and indirect income benefits, especially for poorer households. Studies such as Revollo-Fernández, Lithgow, Von Thaden, Salazar-Vargas, and Rodríguez de los Santos (2024) emphasize that NBT can serve as a tool for diversifying local economies and enhancing resilience in rural regions. Similarly, the work of Liu, YL et al. (2023) documents how rural tourism stimulates nonagricultural livelihoods while contributing to community development. These parallels provide theoretical support for the results observed in Butuh and Mangli.

## *1.2. Structural and Social Barriers in the Distribution of Benefits*

Although the descriptive data in Table 1 provide a general overview of the distribution of economic benefits, qualitative findings reveal deeper social and structural dynamics behind the numbers. Respondents consistently described how income from tourism activities tends to be concentrated among groups that already possess capital or strategic assets, such as houses along tourist routes that can be converted into homestays. Several respondents expressed a sense of injustice with the phrase, "tourism helps those who already have," referring to the inequality of access to economic opportunities. Women are generally involved in small-scale economic activities, such as selling local food or providing creative tourism services (photography), but their income remains limited. Some respondents also assessed that the lack of community-based mechanisms to share tourism benefits fairly further reinforces this gap. Thus, although nature-based tourism has opened up new economic opportunities, it simultaneously reproduces existing social hierarchies at the local level.

This gap reveals structural bias in benefit distribution: access to economic resources tends to favor those who own physical assets (e.g., houses in prime locations for homestays) and financial capital. On the other hand, women, young people, and small local community members who lack specific skills or capital are often marginalized in the main tourism benefit stream. Qualitative analysis reveals deeper social and structural barriers that reinforce these inequalities. Female respondents report limited access to training and capital, hindering their ability to make local culinary businesses or handicraft ventures more competitive. Young people in the community also express that their involvement in village decision-making regarding tourism development is minimal, meaning their innovation potential is not fully leveraged within the tourism ecosystem. Other structural challenges identified include: inadequate infrastructure (narrow access roads, limited transportation), and a lack of digital technology support for marketing tourism products and local SMEs.

These findings align with previous studies that emphasize rural tourism often faces unequal access and participation. For example, Scheyvens (1999) argues that ecotourism ventures are only truly successful when local communities share equitably in the benefits, not just those with existing economic power. Similarly, Cole (2017) in the Labuan Bajo context demonstrates that women are frequently marginalized due to financial and social capital constraints, despite playing significant roles in household and informal economies. These patterns call for more

inclusive, community-based policies. Possible policy implications include strengthening access to microcredit, gender- and generation-based capacity building and training, equitable supportive infrastructure, integrated and digitalized marketing support, and empowering participatory governance.

Furthermore, Singgalen & Prasadja (2025) highlights that without participatory planning, tourism risks enlarging social inequality in rural settings.

In the context of this study, although NBT has facilitated economic diversification, structural injustice persists and must be addressed through inclusive strategies, such as gender-based training programs, microfinance support, and digital capacity building for local SMEs. By integrating policies that favor vulnerable groups, improving infrastructure, and expanding digital access, nature-based tourism in Butuh and Mangli has the potential to become a model for inclusive, sustainable, and socially just rural tourism development.

Figure 1. Community-Based Tourism Value Chain

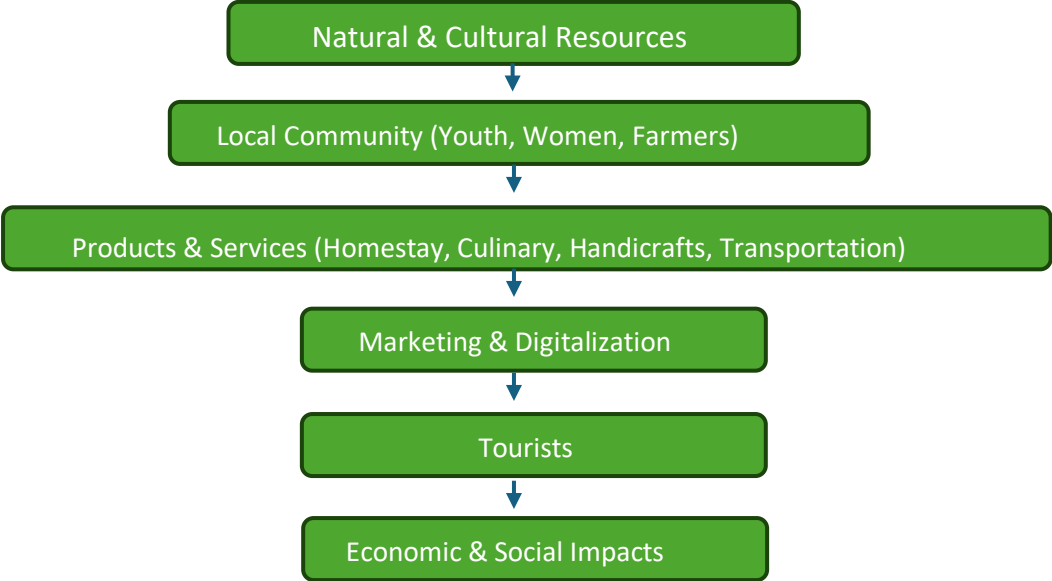


Figure 1. Community-Based Tourism Value Chain Model. This model visualizes a community-based policy pathway in the form of a tourism value chain. It demonstrates the flow from utilization of natural & cultural resources → local community empowerment → tourism products & services → digital marketing → tourists → inclusive economic & social impacts. The model highlights the significance of active community involvement throughout the entire community-based tourism value chain. The initial stage begins with the utilization of local natural and cultural resources as primary attractions, forming the basis of destination development. Next, community empowerment is achieved through skills training, management capacity

building, and support for capital access, enabling local people to hold strong positions in the value chain.

The production stage encompasses offering products and services, including homestays, local culinary ventures, handicrafts, and transportation services. For these products to reach broader markets, digital marketing strategies are essential, whether through social media, online travel platforms, or partnerships with travel agents. Tourists then become end users who not only consume products and services but also provide feedback that can improve service quality.

The expected impact of this process is to yield more inclusive economic benefits, foster strengthened social cohesion, and promote support for environmental sustainability. Thus, the community-based tourism value chain not only broadens income sources but also serves as an instrument of sustainable village tourism, enhancing local economic resilience.

*1.3. Policy and Management Model Recommendations*

Based on interviews and group discussions, respondents offered various suggestions for a more participatory and equitable approach to nature-based tourism management and policies. The five main themes of the synthesis are presented in Table 2 below.

Table 2. Respondents' Recommendations for Improving NBT Management and Policy Directions

**Policy Recommendation Description of Respondents' Suggestions Options**

Community-based institutional model	Respondents proposed that nature-based tourism (NBT) be managed through village-owned enterprises (BUMDes) or local cooperatives to ensure collective benefit-sharing and transparency.
Entrepreneurship Training (Women & Youth)	Respondents stressed the importance of ongoing entrepreneurship training to empower women and young people to participate in tourism-related businesses.

Cross-sector collaboration	Respondents emphasized the importance of collaboration with educational institutions and NGOs to strengthen local capacity in digital marketing and environmental conservation.
Infrastructure & Digitalization Support	Several respondents emphasized the need for improved infrastructure and digital connectivity to enhance the accessibility and visibility of local destinations.
Inclusive Regulations	Respondents suggested that local regulations should guarantee equal access to capital, participation, and decision-making for all community members.

*Sources: Author's field data, 2025.*

Qualitative data suggest that communities in Butuh and Mangli Village have strong aspirations for a more inclusive and community-centered approach to managing nature-based tourism. Respondents consistently emphasized the importance of establishing local institutions such as village-owned enterprises (BUMDes) or village cooperatives as fairer mechanisms for benefit sharing and joint decision-making. This proposal reflects the community's growing awareness of the importance of institutional independence and collective responsibility in managing local resources.

Another theme that emerged frequently was the importance of developing entrepreneurship, especially among women and youth. Respondents recognized that although they are often actively involved in tourism activities—such as local food processing, souvenir making, or homestay provision—they still face limitations in terms of training, market access, and capital. Therefore, the proposal for sustainable entrepreneurship training not only reflects practical needs but also the drive for self-empowerment.

Respondents also emphasized the importance of collaboration with educational institutions and NGOs as a step towards sustainability. Respondents believe that these partnerships can enhance community capacity in digital marketing, environmental management, and tourism services, areas in which they acknowledge they still lack expertise. In addition, several responden highlighted the need for improved infrastructure and digital connectivity to expand the reach of their tourism destination promotions.

Finally, proposals related to inclusive regulations reflect the community's demands for fairness and equal opportunities in tourism governance. The emphasis on access to capital, participation, and involvement in decisionmaking shows a critical awareness of the structural inequalities that still exist. Overall, these recommendations demonstrate the growing collective awareness within the community that nature-based tourism is not merely an economic activity, but rather a crucial component of a broader effort to achieve equitable and sustainable development.

Integration with the literature supports these findings. Asker (2010) Emphasizes that community-based tourism (CBT) models can only succeed if local communities exercise direct control over planning and benefit distribution. Similarly, Cervantes (2023) emphasize the importance of collective institutions, such as village cooperatives, in ensuring sustainability. Elshaer (2021) further stress that empowering women and youth through skills training is vital to achieving equitable and sustainable tourism.

Accordingly, the recommended management model is a CommunityBased Tourism (CBT ) Value Chain that integrates:

1. Formal institutions such as *BUMDes* or village cooperatives.
2. Capacity-building programs targeting vulnerable groups (women, youth, smallholder farmers).
3. Multi-stakeholder collaboration (local government, educational institutions, NGOs, private sector).
4. Inclusive policies to expand access to capital, technology, and markets.

Building on these findings, this study proposes an Institutional-Community Collaboration Framework that aligns with the international literature on CBT. Dodds (2018) argues that CBT's success depends on the extent to which external institutions strengthen local community capacity, rather than relegating them to roles as cheap labor. The proposed framework highlights the importance of establishing formal village institutions (e.g., *BUMDes* or cooperatives) as vehicles for collectively and transparently managing tourism assets while mediating relationships with local government, NGOs, and the private sector.

Furthermore, Scheyvens (2011) emphasizes that CBT sustainability is not solely tied to income generation, but also to social empowerment, particularly for women and youth. This resonates with the field findings that emphasize entrepreneurship training, digital marketing, and hospitality as essential to strengthening the capacity of local actors. Thus, the framework is not only economically oriented but also

attentive to the social and cultural dimensions that underpin sustainability. By integrating these international perspectives, the proposed framework can be positioned as a hybrid policy model that combines topdown support from external actors with bottom-up initiatives from local communities. Such an approach is expected to reduce inequities in tourism benefit distribution while strengthening inclusivity and rural economic resilience.

The relationship between the Community-Based Tourism (CBT) Value Chain and the Institutional-Community Collaboration Framework can be understood as two complementary layers in managing community-based tourism. The CBT Value Chain illustrates the flow of economic and social value creation and distribution, starting from the utilization of local resources to the benefits received by the community. However, without participatory and collaborative governance, this value chain risks becoming unbalanced and benefiting only certain groups. According to Yende & Yende (2025) This is where the Institutional-Community Collaboration Framework plays a crucial role, serving as a mechanism that bridges the interests of institutions (such as village-owned enterprises, village governments, NGOs, and educational institutions) with the community, ensuring the sustainability and equitable distribution of benefits. Thus, the CBT Value Chain explains the process of local economic diversification. In contrast, the Institutional-Community Collaboration Framework explains how the process can be managed inclusively, fairly, and sustainably. The integration of the two provides a more comprehensive analytical and practical framework, aligning with the argument that institutional collaboration is a key requirement for the success of community-based tourism (Goodwin & Santilli, 2009).

## Discussion

The findings of this study demonstrate that integrating Community-Based Tourism (CBT) with the Institutional-Community Collaboration Framework enhances both the inclusivity and sustainability of rural tourism initiatives. This aligns with the argument of Kusuma & Hos (2025) who emphasized that tourism-driven local economic growth requires equitable distribution of benefits and institutional support. Similarly, Waheduzzaman (2018) emphasized that empowerment and governance mechanisms are crucial in preventing elite capture in community tourism projects.

From the perspective of previous studies, the results reaffirm that community participation alone is insufficient unless supported by institutional mechanisms that mediate interests and build capacity (Ishak & Hos, 2025). The findings extend this

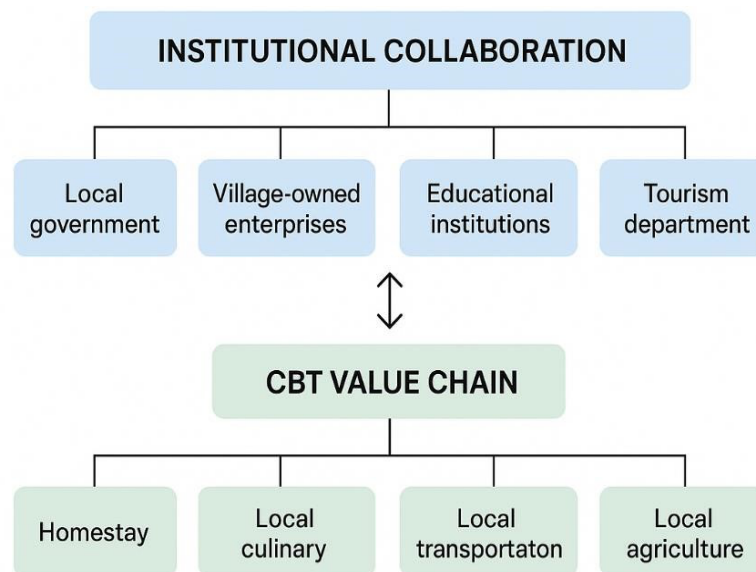
argument by demonstrating that the CBT Value Chain elucidates the processes involved in local economic diversification. At the same time, institutional collaboration explains how these processes can be managed inclusively. This two-layered analytical framework has not been extensively explored in prior tourism research and thus contributes to filling an important gap in the literature.

In a broader context, the integration of value chains and institutional collaboration has significant implications for rural development policies. It not only diversifies local livelihoods but also strengthens community resilience, as suggested by previous studies on rural innovation systems (Pelletier et al., 2016). However, some scholars caution that over-reliance on external institutional support may lead to dependency and reduce community autonomy (Nnanna et al., 2025). This tension underscores the need to strike a balance between institutional involvement and genuine community ownership.

Controversies also emerge regarding whether CBT primarily benefits local communities or external stakeholders. While several studies report that tourism creates opportunities for marginalized groups (Scheyvens & Biddulph, 2018) Others argue that the commercialization of local culture often reinforces social inequalities (Harrison, 2008). Our findings suggest that these differing outcomes depend primarily on how collaboration frameworks are structured and implemented, reinforcing the call for more context-specific governance models.

Future research should investigate how various types of institutions, such as local governments, cooperatives, or educational institutions, uniquely impact the CBT Value Chain. Longitudinal studies would also help assess whether collaborative governance can maintain inclusivity and equity over time, particularly in contexts where market pressures and global tourism dynamics rapidly evolve. Additionally, cross-country comparative studies could provide valuable insights into how cultural and policy differences shape the effectiveness of institutional-community collaboration in tourism. In summary, this study highlights the importance of bridging economic processes with governance frameworks in community-based tourism. By situating the CBT Value Chain within an institutional collaboration perspective, the research advances theoretical discussions on sustainable rural development while offering practical implications for policymakers, practitioners, and community leaders.

Figure 2. Integrated CBT–Institutional Collaboration Framework



This conceptual model illustrates the dual-layer integration between the Community-Based Tourism (CBT) Value Chain and the Institutional Collaboration Framework. The lower layer represents micro-level community activities that create economic value, such as homestay management, local culinary ventures, creative tourism services, and agricultural linkages. The upper layer represents meso-level governance structures, including local governments, village-owned enterprises (BUMDes), NGOs, and educational institutions, that provide capacity building, digital support, and regulatory inclusion. Arrows indicate reciprocal interactions between both layers, emphasizing that sustainable rural tourism emerges when coherent institutional mechanisms and inclusive governance support community-based economic initiatives.

This study contributes to the literature by proposing a dual-layer model that links community-level value creation (CBT Value Chain) with institutional-level governance (Institutional Collaboration Framework) to enhance sustainable and equitable rural tourism.

## Conclusion

This study has demonstrated that integrating the Community-Based Tourism (CBT) Value Chain with the Institutional-Community Collaboration Framework provides a comprehensive approach to understanding and advancing sustainable rural tourism. The CBT Value Chain highlights the processes of economic diversification at the local level, while institutional collaboration ensures that these processes are governed inclusively, equitably, and sustainably. By bridging economic value creation with governance mechanisms, this dual framework addresses a critical

gap in the literature, where these dimensions are often analyzed in isolation. It highlights the importance of institutional support in preventing elite capture, empowering marginalized groups, such as women and youth, and enhancing community resilience.

Translating these insights into practice requires targeted strategies that foster both community participation and institutional facilitation. Specifically, mechanisms such as village-owned enterprises (BUMDes) or cooperatives, combined with external support from local government, NGOs, or educational institutions, can provide the structural backbone for inclusive governance. These arrangements enable equitable distribution of benefits, support capacity-building initiatives, and promote sustainable livelihoods. Furthermore, the framework emphasizes that rural tourism development should strike a balance between economic growth, social cohesion, and environmental stewardship, thereby ensuring long-term community resilience.

## **Declarations**

No ethical issues have arisen during the study, and all procedures followed comply with the ethical standards.

## **Author's contribution statement**

Efendi Hidayatullah conceptualized the study, collected and analyzed the data, and wrote the manuscript. The author approved the final version for submission and is solely accountable for its content.

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## **Data availability statement**

Data supporting the findings of this study are available from the corresponding author upon reasonable request.

## **Declaration of interests statement**

The author declares that they have no known competing financial interests or personal relationships that could have influenced the work reported in this paper.

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