

Journal of
Tourism & Adventure

**Approaches to Local Community Participation in
Tourism Development**

Lokraj Bhandari

Ph.D. Scholar

lmbhandari909@gmail.com

Article

Received: 12 August 2022

Revised: 3 September 2022

Accepted: 8 September 2022

Abstract

Tourism has gradually developed in the wave of human civilization. However, it has not reached the level of Sustainable Tourism Development (STD). This paper is trying to explore its underneath causes by applying the desk study research method. This study has underscored two major reasons for no confirmation of STD to date. The first one is the misuse of Local Community Participation (LCP) instead of assuring the sovereign role of locals for their participation from tourism planning to its execution. The second one is 'no successful attempts of the researchers to make holistic planning from different approaches given by the researchers in the 'tourism and travel'. Furthermore, in the developing economy where good governance is hard to realize, even the sectoral planning of each economic sector is to be made and implemented as a backup plan.

Keywords

*Evolution
of tourism,
sustainable
tourism
development,
local community
participation,
hoistic planning*

Introduction

A Local Community (LC) refers to a group of interacting people living in a common location. Whereas, LCP has posed as thought or action taken by a person of the community to contribute to achieving common goals and be responsible for the efforts made (Sastropetro, 1986; in Idris et al., 2021). The LCP also comprises the participation of individuals or groups, both: material and non-material forms (Sulistiyorini, 2015; in Idris et al.,

Corresponding Editor

Ramesh Raj Kunwar

kunwar.dr@gmail.com

Copyright © 2022 Author

Published by: Janapriya Multiple Campus (JMC), Pokhara, Tribhuvan University, Nepal

ISSN 2645-8683

2021). Broadly, LC is the group of people who live in a particular geography, share their interests and attempt to strengthen their relations to uphold community-based natural resource management (Stone & Stone, 2020). Whereas, LCP is the provision of assuring material, institutional and economic gains that will be sustained for broad human development focusing on the whole population of the disadvantaged locality (Chanan, 1999).

In addition, the LCP in tourism refers to the involvement of the community in the process of identifying problems and potentialities of tourism in their environment and implementing the solutions and potentialities being able to evaluate them (Ramadhan, 2014; in Idris et al., 2021). In this process, three elements: forms of responsibility, a willingness to contribute to achieving the common goals, and a willingness to be involved in groups posit for the LCP in tourism (Sulistiyorini, 2015; in Idris et al., 2021). The LCP in tourism has posed in the dimensions of 1) idea, ideas, or constructive thinking; 2) energy to achieve the success of a plan and 3) material of a person or group in the form of money, property, or goods to achieve the joint efforts for Tourism Development (TD) (Sastropetro, 1986; in Idris et al., 2021).

However, tourism in integrated form is the economic activity related to travel from one place to another. Different segments of the community have been developing it since the ancient period. It has embraced commercial purposes since the 18th century. The innovation and successful use of jet engines in the 20th-century tourists' journey lifted from 'pedestrianism' to flying, and from plotting one's route to being 'packaged' into a controlled itinerary (Walton, 2009). Thanks to the contributors in tourism literature and practitioners deploying this literature along with their innovations, from which tourism has posed the most important global economic sector, at present. In 2019, travel and tourism posed one of the world's largest sectors, accounting for 10.4% of global GDP (USD 9.2 trillion), 10.6% of all jobs (334 million), and was responsible for creating one in four of all new jobs across the world. Moreover, international visitor spending amounted to USD 1.7 trillion (6.8% of total exports, 27.4% of global services exports) (WTTC, 2021).

Meanwhile, Chanan (1999) and Arnstein (1969, 1975) have developed theories of LCP. The practical conversion of their theories can be perceived as the tools for transforming TD into STDs. Here, STD refers to the management of the needs of present tourists and hosts protecting and enhancing opportunities for the future (UNWTO, 1994; in Bhandari, 2022). Furthermore, a cooperative approach, models based on the types of the tourism industry, and predictable theories have portrayed the relationship between the LCP and TD for the ways of STD.

With the mentioned introduction, this paper has the objectives of answering- 1) what important literature exists in the approaches of LCP that help TD and 2)

why these approaches have not resulted yet to convert TD into STD. In this regard, the paper has set the specific objective to make a literature survey of approaches on how LCP transforms TD into STD. For achieving these objectives the discourse is forwarded on subtitles of methodology, result and discussion, and conclusions.

Methodology

The desk study method has been deployed to fulfill the set objectives. Many research articles/chapters of journals and books have been retrieved from the google scholar engine. Fifty-one of them from 29 articles and 5 books have been focused to synthesize.

Result and discussion

Evolution of tourism

Practically, tourism was blowing in the ancient period of history. It evolved into modern tourism in the 18th century. During the century, modern tourism has been defined (focus solely on distance traveled, or length of time spent away from home, for simplified purposes ascribed to journeys), grown, and spread. It was forwarded including older activities involving commercial transactions based on travel, hospitality, and entertainment. It is carried out whether in Europe or 'medieval' China or Japan and along with extending to awareness of tourism-related aspects of pilgrimage or trade.

Walton (2009) has assured that Tourism was predicated on transport, innovation, and overcoming hurdles. The innovation and successful use of jet engines in the 20th-century tourists' journey could embrace from 'pedestrianism' to flying; from one's route to a 'packaged' and controlled itinerary, and from walking to commercial aviation within a single composite journey. There was the replacement of sail by steam on tourist sea routes and then increasing availability of rail transport. The railway journey 'framed' the landscape in new ways without alienating the leisure traveler from the changing external environment. Motorists often followed signposted routes to established destinations. (pp. 784, 788)

From the onset of the 21st century, tourism has evolved as a competitive product that underpins planning and collaboration. In the meantime, surpassing the complications that arise from females' services, the identification of tourist destinations as feminine services were conventionally identified as female virtues (comfort, welcome, solace, courtesy, deference). The issues of ethnicity that affected both tourists and labor forces were locally adapted, appropriated, and represented as tourist attractions. A process that compromised notions of authenticity as soon as the activity becomes self-conscious or profit-oriented, generating the invention or renegotiating of traditions.

Even the next challenge - the traditionalists' perception of inherently subversive aspects of the inbound tourists who were trapped by wealth and presented assorted opportunities to the local and migrant populations was potentially destabilized through strict regulation and control, especially by local government. Tourism history, delineating as it does a set of phenomena that were heavily dependent on changing aesthetics and directions of the 'gaze', had also to embrace the 'visual turn', including architecture and design. Further, it was applied to the regeneration of resort environments that have acquired a history and 'industrial archaeology' of their own, and to the uses of history to inform new developments in ways that enhanced distinctiveness. (Walton, 2009, pp. 789-790)

Mise (2019) has developed spatial models in tourism planning that are based on the principles of social justice, equity, spatial democracy, and sustainability. These models skewed tourism outcomes as their planning tools are focused on the nature of planning processes and closely related to the field of decision theory, systems theory, and policy analysis. (pp. 109-110)

These theories and policies also attempt to be holistic or simply present one aspect of a larger system. In conclusion, the theme park notion is another evolution of tourism in the course of spatial manifestation. This theme park concept links urban and rural tourism through three dialects. The first dialectic - urban planning vs rural space has endowed the planning to integrate urban area (to extend) and rural area (towards the diversities of activities) where highway access and proximity to urban centers. The space of the theme park is designed to develop a harmonious and safe universe. It accommodates a density of visitors who engage in ambulatory practices, consumption, and leisure. Similarly, the second dialectic plans for separation (from its surroundings) vs dependence (of urban for supplies, workforce, and infrastructure). The final dialectic guides - imaginary narrative (whole material set by theme park) vs local territorial narratives (transform a marginal space, with low identity, into the development of tourism territory through key elements such as landscapes, infrastructure, and activities. (Lapointe, 2017, pp. 167-169)

Damanik and Yusuf (2021) also synthesized the importance of a holistic view in the study site of Borobudur Temple, Indonesia.

Tourism management has to access tourists' perceived value based on their (tourists) contribution to tourism development. For it, the visitors' management synchronizes all elements of a tourist destination, like, attractions, amenities, access, marketing, prices, reputation, and control of visitors' crowding, and behavior. (pp. 11-12)

In the case of theoretical contribution, the global sustainable tourism council [GSTC], (2019) has formally adopted the GSTC destination criteria-2019 required for the STD of a tourist destination.

It has developed a guideline that has encompassed 173 indicators to measure the sustainability of the destination. These criteria concern the management responsibility; setting the management strategy and action plan; monitoring and reporting of the management responsibility, strategy, and action; stakeholder engagement; managing pressure and change; and delivering local economic benefits. They are also concerned with socio-economic sustainability; cultural sustainability; and environmental sustainability of the tourist destination. (pp. 4-17)

Similarly, Neuhofer et al. (2022) have reported that the European Parliament published a resolution in March 2021 asking the European Commission (EC) to establish a new EU strategy for sustainable and strategic tourism that is aligned with the Digital Agenda, the Green Deal, and the UN Sustainable Development Goals (SDG). So as, by 2023, common guidance on developing smart and sustainable tourism strategies at a national and regional level is set. Likewise, by 2025 and 2030, a system for core sustainable tourism indicators is in place at all levels; and all national tourism strategies refer to sustainability data to inform their policies, respectively. (p. 8)

The global and regional organizations also have contributed significantly to uplifting the tourism evolution into STD. The UN has aimed at alleviating poverty, protecting the planet, and achieving prosperity for all by bringing together policy makers, academia, practitioners, and all other relevant tourism stakeholders and providing policy and strategic engagement guidelines. As a member country of the UN, Nepal also has attempted to apply and acquire the 17 SDGs proposed by the UN in 2017. In this context, K.C. et al. (2021) have asserted that Nepal has the potential to achieve several interconnected SDGs through TD primarily decent work and economic growth (SDG 8). Several other indirectly related SDGs, such as poverty reduction (SDG 1) and good health and wellbeing (SDG 3) are also achievable. They have found that the growth of the service industry and green practice in Kathmandu Valley in the gradual movement toward growth and innovation (SDG9), adoption of sustainable forms of energy (SDG 7), promotion of sustainable cities and communities (SDG 11), and support for climate action (SDG 13) as some other instances of applicability and acquisition of the SDGs through Nepalese tourism. Similarly, the contribution of nature-based tourism to life on land (SDG 15) and the positive influence on rural livelihood from promoted ecotourism in protected areas (SDG 1) are other instances. Furthermore, promoting gender equality (SDG 5), valuing local food production (SDG 2), a sense of healthy living by fostering sanitation and pollution control (SDG 6), opportunities to reduce inequality (SDG 10), and hosting community involvement in managing tourism and its benefit-sharing (SDG 16) from community-based tourism are rest of other examples of the applicability and acquisition. However, the authors have pointed out the lack of marketing of tourism

resources (SDG 8), no further development of health services (SDG 3) from the fees collected in protected areas (Pas), and jeopardization of TD by haphazardly created roads in mountainous regions (SDG 15) are three obstacles to apply and acquire the SDGs from the Nepalese tourism. No creation for better industrial skills (SDG 4), no significant realization of mentoring to local planning authorities by the federal and provincial level planning authorities to achieve tourism goals (SDG 17), and inefficient coordinating efforts to realize the full potential of the tourism industry (SDG 16), and several challenges to private sectors for constructive contribution toward growth (SDG 8) are other obstacles. (p. 9)

Theories of local community participation

LCP in the development of locality is the popular jargon even in the tourism sector. Channan(1999) and Arnstein(1969 & 1975) have made rhetorical analyses and Gaber (2019) has proved how popular the work of Arnstein guides the researchers till 2019. Cheng et al. (2019), Stone and Stone (2020) and Hasana et al. (2022) have added their contribution to this campaign. These researchers' findings and their applicability have posed the theories of LCP.

Channan(1999) states the operational meaning of community involvement in local development that, a large portion of residents: 1) are involved in their local organization, network, and initiative; 2) know what is being planned for their locality by the authorities and have a mechanism for influencing decision making; 3) are confident that the development budget is being used to best effect and the population of the locality as a whole will benefit; 4) cooperate with the official scheme, investing their voluntary labour and adapting their organizations or taking new initiatives; and 5) feel ownership of the development and therefore preserve and enhance it. In the operation of these conditions, the community involvement is far more likely to be successful in eliminating two conditions – alienated feelings of residents from their surroundings and decision making, and ignoring tendencies of the authorities to the feelings and inside knowledge of surrounding people of the development project. In addition, the local people have identified themselves with their locality. (p. 3)

Chanan has recognized a much deeper and wider phenomenon for effective community involvement as an official scheme in its baseline survey. For it, the community sector, which is constituted by a widespread of community organizations, skilled participants, well-informed representatives, and enterprising community leaders, is to be investigated. He has stressed human capital development first as the basis of community involvement and marked that otherwise, it would be like a business taking on new technology and products without retaining its workforce. In the baseline survey, the LC has posed either weak or moderate, or strength levels. There are eight strategies for the improvement of weak and moderate levels of the community

sector in the groundwork. The first four strategies are - to assess the present level of activity, discover groups and individuals ready to participate, and initiate dialogue with them; set long-term plans to identify and boost the less developed but probably more widespread groups and networks and build up their capacity; support and stimulate greater coordination between community organization for strengthening of a community sector infrastructure, and work with excluded individuals and sections of the population, build up their personal development and help them to start their activities and groups. Rest of the other four strategies are, to work with the authorities and professional agencies to help the community people; be aware of the way the impact of their services on each other at the point of delivery in the community; become more aware and supportive of community activity, and assist in its development; and to make them more receptive to community involvement, adapt their methods of decision making and service delivery. (pp. 16-17)

Chanan has concluded regarding human capital formation for CP that, the need for a core team of dedicated workers for 'fostering CP as a deliberate intervention'. The deliberate intervention is to be the assistance to the primary task from many of the professionals and specialists who are already working in the locality on social issues, whether as the local authority or other agencies. The job of the dedicated team is to combine its direct work with residents and indirect work by providing the guidance needed by other professionals and agencies. These efforts have to assert simultaneous human development at several levels. Individuals (the most priority to the most excluded ones) are to be assured of a variety of pathways that are to be provided directly by public services and the LC sector. (p. 19)

However, Chanan has diagnosed the causes of unsuccessful LCP and its solutions for LC development.

The oversimplification in setting the objectives and their operation for the schemes of the LC involvement has failed. There are six major causes. 'The authorities for the public services and agencies have tried to jump to advanced forms of involvement that are not underlying the community activity and condition'; and 'the understanding of the authorities and agencies does not perceive the base on a particular context' are two of them. The third and fourth are - 'drawing a few typical local people into the project'; and 'only a limited number of the more skilled and confident residents were able to perform the scheme'. The rest of the two causes are - 'even such residents cannot participate meaningfully unless some structures linked them to the mass of residents' and 'there is no scientific evaluation to find the causes of the ineffective LCP'. Therefore, he has suggested two models (the scheme that established general/daily community activity and determined by community involvement by the internal dynamism of the community) for establishing clear objectives for LC involvement. As the result, there would be two reciprocal benefits (the objectives of the main

agencies and departments will be fulfilled, and the development of the community can be added) to the community and the public services. Channan has suggested ten building blocks (learning, fair and just, active and organized, influential, green, safe, lasting, and caring – community; and rest two - based on the commonwealth, and a good place to live) for community development as the result of well establishing the objectives for community involvement in the development of their locality. (pp. 25-27)

Moreover, he asserts three levels of locals and required activities to uplift these levels of LCP.

Little activities are required for a new stimulus to the residents who know the importance of LCP. More awareness activities are to be provided for the residents who have a moderate level of knowledge. However, necessary activities are needed for the residents who are in the baseline, at the start of a scheme in the community. The community has to involve in the dialogue with professionals - working as the local authorities about their policies, policies' effects; assessment of local activity; potentialities and difficulties of the activity, and public agencies' assistance in the local development. As a result, a profile should be drawn up, in terms of 1) the main issues that concern local people and how these relate to the aims of the development scheme; 2) what local organizations are trying to tackle those issues, and what other community activities are taking place; 3) what proportion of local people participate in at least one activity or local organization; 4) what sort of help excluded people need to make them able to link into the activity; 5) how far the organizations cooperate and what support bodies, umbrella groups, forums or foundations, if any, are assisting community activity; and 6) how far the public services related to community needs and activities. (pp. 29-32)

Chanan elucidates six activities for 'horizontal' participation and five necessities for vertical participation of the LC.

Spreading a culture of active citizenship in the locality and making feel safe and easy for people to move around with good infrastructure even the people with disabilities - are two of them. 'Strengthening and extending training through managing volunteers, negotiating with local authorities, or dealing with charity law' are the other two. Starting new groups and financing grants for LC organizations to build up networks and infrastructure are the rest of them. - to increase the 'horizontal' participation for the development of each important factor of a community using the concurrent information fundamentals.

Similarly, involving the most organized part of the community from the start; stimulating new or better activity amongst the majority, and providing special assistance to particularly excluded people and organizations are the first three

necessities of vertical participation (mutually enhancing and reflecting the growing involvement of local people) of the LC. The rest of the others for the multi-level/vertical community participation in the development are - widening consultation and involvement by stages for the active CP and ensuring the relationship between the advanced elements and the expanding base. (pp. 33-35,37)

In his forwarded studies on CP, Chanan has summarized it as a natural phenomenon that impacts 'democracy (local decision-making)'; 'intrinsic activities (mutual aid)'; and 'employability'. Though the prime concern for the improvement of a disadvantaged locality rests on job creation, a mixture of people from all sections of the population is essential to galvanize any community activity. In these references, only sticking to the explicitly job-creating organizations in the case of minorities, and ignoring the great variety of mutual aid and mutual interest organizations that provide essential soil for the sector whole, decreases the level of LCP. (pp. 41-42)

Chanan has even studied the measurement indicators for the development schemes with CP. It is because of the European structure funds tend to include a requirement to demonstrate proper use of the money and a record of the results using the indicators. Moreover, neglect of evaluation with the scientific indicators would merely mean that the anticipated factor continues to be regarded as less tangible than others so as less important. Therefore, the 26 evaluative factors in three clusters - those to do with residents; those to do with the LC and voluntary organizations, and those to do with public authorities and agencies; have been finalized to meet the needs. (pp. 50-52)

Similarly, Arnstein (1969) has concluded the prevailing level of CP from her studies that the use of "citizen participation" has been waged largely in terms of exacerbated rhetoric and misleading euphemisms. It is analyzed with the typology of "citizen participation" in planning to contrive a ladder of eight rungs. The first - manipulation and the second - therapy (bottom rungs) have represented non-participation to the have-not citizens whereas the power holders have used these rungs to educate and cure not to disturb their hegemony of power in the planning from the side of have-nots. Higher rungs - informing and consultation are proffered by the power holders to have-nots to ensure that their views will be heeded by the powerful. The fifth-placation rung represents simply a higher-level tokenism because the ground rules allow have-nots to advise in planning, but retain the power holders in right to decide. The sixth partnership enables have-nots to negotiate and engage in trade-offs with traditional power holders, whereas, in the topmost rungs - delegated power and citizen control, have-not citizens obtain the majority of decision-making seats in the planning organization for their development. (pp. 216-223)

Arnstein(1975) proved the importance of the topmost rungs of the LCP from public participation through a demonstration project at Arthur D. Little (ADL) in Cambridge Massachusetts.

There, some members of the ADL team who were interested in experimenting with such a model in their further techno local projects; and the team of ADL, public interest group advisory panel, and national science foundation committed to carrying out the model and to opening the results to public view. (p. 73)

Regarding her studies, Gaber (2019) has concluded that Arnstein's broader citizen participation model has posited the emerging dialogue about the equalizing relationship between local government and community groups among the next generation of planners and scholars. Translation into five different languages and more than 18000 citations of her article: "A ladder for citizen participation" on google scholar list have proved it. (p. 188)

In this campaign, Hasana et al. (2022), conclude the four typologies. These typologies have revealed the evolution of LCP in ecotourism.

A passive participation in the community is the fourth typology where the native residents have under representation at all levels of ecotourism jobs. However, there is no representation of the residents in the top-level management jobs. Under the third typology - participation at the operation level - the LC cannot participate in decision-making. In the second higher typology - participation through partnership - the LC is asserted for the function as an informal organization. The apex level of LCP is the first CP typology - participation in decision-making and control. At this level, the LC is accomplished by granting full sovereignty in deciding and operating the type of tourism activities they want to initiate in their region with an opportunity to plan the ecotourism projects based on the social-political environment of that region. In these regards, only some ecotourism projects are successfully running with the full participation of LCs. Even the extent and type of CP vary in each ecotourism project depending on social, cultural, and political factors in the projects. (pp. 11-16, 20)

Scholars have researched ways to evolve LCP at the first degree of typology. In this mission, Stone and Stone (2020) have recognized six major challenges of the LCP in tourism-definition problems; multi-stakeholder participation; diversity, and heterogeneity; deficiency in business acumen; lack of income distribution plans, and reinvestment priorities; and passive community participation. For the rest of the last five challenges, the interested stakeholders have to engage in the tourism and related businesses of Community-Based Tourism (CBT). The rest of the other stakeholders are to involve in other related projects that ensure their improved livelihoods. Outer stakeholders of the CBT have to encourage inner stakeholders to overcome these first four clusters of challenges. Further, a "one - size - fits - all" model is to be avoided.

CBT implementation model, applying local specific contexts that can reconcile CBT and local context differences is to be insured. Furthermore, there must be attempts for removing cultural, administrative, political, and social barriers and differences. Providing resources that trigger the smooth implementation of CBT even taking a lengthy educational process and flexibility are also to be included. (p. 9)

There are five mechanisms to raise the level of locals for LCP in TD. The first one is 'institutions develop community sustainable tourism civic education. 'Cohesion and insight for consciousness events to promote STD attitudes' poses as the second mechanism. 'Lively public hearings should be encouraged to turn passive into active participation' and 'mechanisms for reporting environmental damage should be created' stand the third and fourth ones. 'Community environmental cleanup days should be held' is the final one to uphold the first level of LCP in tourism development. (Cheng et al., 2019, p. 15)

Theories of relation between local community participation and tourism development

Economists and researchers have developed some theories of the relation between the LCP and TD. These theories have either focus on a cooperative or participative approach or prediction.

Cooperative approach

Some of the theories of the relation between the LCP and TD have provoked cooperation among the stakeholders of tourism. This creates synergies for TD only in the application of the bottom-up approach in planning.

Effective collaborative planning between the stakeholders of ecotourism - local people, government (local, provincial, and central), and NGOs can construct, protect and promote the three foundation pillars: environment conservation, local people's participation, and profitability of the economy, particularly of the tourist destination. However, this cooperative approach failed because of the stakeholders' network that is based on informing them rather than planning and ensuring ownership. (Osman et al., 2018, p. 126)

On the other aspect, residents' positive perception of tourism impacts plays a significant mediating role in shaping the relationship between community attachment, environmental attitudes, and economic gain on support for TD. These findings support prior studies - residents who perceive more positive tourism that impacts more support for tourism development. (Gannon et al., 2021, pp. 24-26)

Furthermore, Roxas et al. (2020) have found that support, commitment, and cooperation of tourism stakeholders (international bodies, national government, local government, LC, and businesses) to boost sustainable tourism. Because

these peculiarities establish synergies among them and collaborative advantages in governing destinations. These stakeholders contribute to sustainability through regulation, conservation, and livelihood-creation and recognize tourists' active role in contributing to sustainability by strengthening regulation, conservation, and livelihood creation. Meanwhile, in terms of livelihood creation, a recalibrated, organized, and seamless value chain will allow stakeholders to partake in the benefits of STDs. By redesigning tourists' experience that increases their participation in local customs, their travel perspective can be transformed. The tourists will practice sustainable tourism through their conscious protection and accountability of environments and travel behavior like patronizing tourism activities and complying with local protocols, observing environmental ethics, respecting local communities, and taking part in the distribution of development in the communities. (pp. 395-396)

In addition to Gannon et al. and Roxas et al., Giampiccoli and Saayman(2018) have concluded that CBT is self-participatory if the participation is decided on and implemented by community members themselves. In this stage, the CBT destinations proceed ahead in TD. However, its potential is gradually jeopardized and reduced by the growth in tourism due to external businesses, the local elite, and external facilitators. It is because of, a top-down approach implementation often. Instead, CBT must benefit disadvantaged community members and bring about redistribution, social justice, and empowerment. (p. 22)

Tourism industry in local community participation approach

LC is a secondary stakeholder in tourism so it needs strong support for its sovereign role in tourism planning. Primary stakeholders are characterized by the contractual relationship with the megaproject, such as customers or suppliers, or have direct legal authority over the project like governmental organizations; whereas, secondary stakeholders do not have a formal contractual bond with the project but they influence the project in name of community groups, lobbyists, environmentalists, and other non-governmental organizations. Community is regarded as a catchall for interests that do not fit into any of the primary stakeholder's concerns; therefore, the LC is commonly classified as a secondary stakeholder (Francesco & Kate, 2017). In this reference, Tourism Social Entrepreneurship (TSE) is a more holistic strategy for sustainable community development. Because, social entrepreneurship through tourism was exemplified as a market-based strategy that can act as a viable tool for alleviating societal problems whilst maximizing the benefits, and minimizing the negative consequences. Further, in an era where innovative and sustainable tourism industry practices are continuously researched and developed. There, TSE exhibits a timely alternative to conventional tourism entrepreneurship. (Aquino et al., 2018, p. 14)

Predictable theories

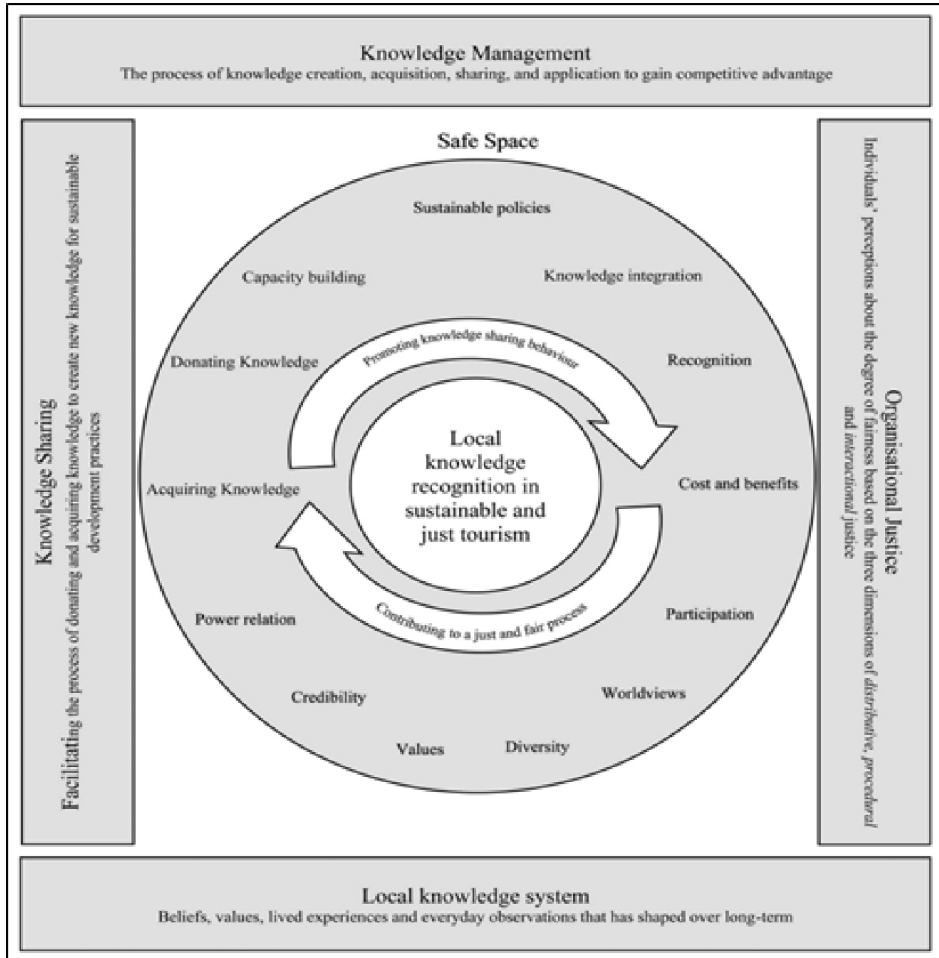
Theories of inter-disciplinary terms of 'local knowledge sharing (KS)' and 'just and fair process' in tourism, social exchange theory (SET), and theory of planned behavior (TPB) predict STD.

In course of making theory on the interdisciplinary term of local KS in the context of STD, first, Rastegar and Ruhanen(2021) synthesized the fundamentals of encouraging KS.

A useful tool in examining individuals' KS behavior is organizational justice. Organizational justice is generally studied through three dimensions - distributive, (fairness in allocating resources recognizing the right of individuals to have their say), procedural (individuals must have "equal participation in the decision-making process"), and interactional justice (individuals' perception of fairness in treatment and communication process). There are positive impacts of the dimension of organizational justice of KS as explained by SET (more knowledge to achieve an organizational goal motivates LC for more fair treatment). Due to the just process, the top-down procedure of tourism policy formation has converted into a bottom-up approach in policy formation. Drawing on knowledge management (KM), KS, local knowledge, and organizational justice principles, these theorists have proposed the safe space framework as depicted in figure 1. (pp. 5-6, 10)

In the framework, the first step in facilitating KS behavior among local actors is to understand local knowledge systems, which are formed by power relation, credibility, values, diversity, worldviews, participation, and three key concepts of local knowledge - dynamic, diversity, and being managed by cultural institution rules. As such, a KM system is based on the principles of justice and sustainability that respects local values and worldviews. The KM can create a safe space for KS behavior among local stakeholders that predict STDs.

Figure 1: Framework for Creating a Safe Space to Regulate Knowledge Sharing in the Local Context when Mapping STD



Note. Adopted from Rastegar and Ruhanen (2021, p. 10)

Similarly, Erul, et al. (2020) have found that the emotional solidarity scale and its factors (residents’ welcoming nature, sympathetic understanding, and emotional closeness) predict residents’ attitudes towards tourism development. This finding has been supported by the TPB, which shows that the more supportive one’s attitudes are regarding tourism, along with the greater the social norms and perceived behavioral control, the stronger residents’ behavioral intentions.

The findings of Nunkoo and Ramkissoon (2011) have also supported the theories of predictability for the relationship between community involvement and STDs.

They have found that tourism support has been influenced by perceived benefits, perceived costs, and community satisfaction; and the perceived benefits have been affected by community satisfaction, institutional trust, power to influence tourism, and neighborhood conditions.

Conclusion

Tourism has been parallelly growing with human civilization. Its development embraced the commercial form. The global economic contribution of travel and tourism has proved its economic hegemony in the world. However, this hospitality sector has come to the forefront of emitting CO₂. Furthermore, its sustainability is questioned. The models and theories developed in the late 20th and early 21st centuries have urged directly and indirectly to mitigate the negativities of tourism and transform the TD into the STD as different pieces of solutions (approaches). LCP with sovereign power from planning to execution of tourism destinations is the strongest foundation of STD. Conversely, there is a need of making an integrated plan for government, entrepreneurs, and local communities of every economy in the world to embrace the transformation of TD into STD. Mainly, political stability, abolition of corruption, transparency in all public concerns, the inclusion of tourism stakeholders from planning to the execution of the plans, and all indicators are to be based on good governance are required for the successful planning and its operation. As it is different especially in developing countries like Nepal, even sectoral plans for the federal government, entrepreneurs, and local governments are also to be made and executed. As the result, there could be progress even from a particular sector despite the deterioration persists in another or the rest of other sectors for the STD.

References

- Aquino, R. S., Lück, M., & Schänzel, H. A. (2018). A conceptual framework of tourism social entrepreneurship for sustainable community development. *Journal of Hospitality and Tourism Management*, 37, 23–32. <https://doi.org/10.1016/j.jhtm.2018.09.001>
- Arnstein, S. (1969). A ladder of citizen participation. *Journal of the American Institute of Planners*, 35(4), 216–224. <http://dx.doi.org/10.1080/01944366908977225>
- Arnstein, S. R. (1975). A working model for public participation. *Public Administration Review*, 35(1), 70–73.
- Bhandari, L. (2022). The relation between foreign direct investment inflows and tourism development in Nepal. *Unity Journal*, III(0), 65–81. <https://doi.org/https://doi.org/10.3126/unityj.v3i01.43316>

- Chanan, G. (1999). Local community involvement: a handbook for good practice. *European Foundation for the Improvement of Living and Working Conditions*, 1-62 <https://hdl.handle.net/10147/268293>
- Cheng, T. M., Wu, H. C., Wang, J. T. M., & Wu, M. R. (2019). Community participation as a mediating factor in residents' attitudes toward sustainable tourism development and their personal environmentally responsible behavior. *Current Issues in Tourism*, 22(14), 1764–1782. <https://doi.org/10.1080/13683500.2017.1405383>
- Damanik, J., & Yusuf, M. (2021). Effects of perceived value, expectation, visitor management, and visitor satisfaction on revisit intention to Borobudur Temple, Indonesia. *Journal of Heritage Tourism*, 0(0), 1–16. <https://doi.org/10.1080/1743873X.2021.1950164>
- Erul, E., Woosnam, K. M., & McIntosh, W. A. (2020). Considering emotional solidarity and the theory of planned behavior in explaining behavioral intentions to support tourism development. *Journal of Sustainable Tourism*, 28(8), 1158–1173. <https://doi.org/10.1080/09669582.2020.1726935>
- Francesco, D. M., & Kate, D. (2017). The influence of local community stakeholders in megaprojects: Rethinking their inclusiveness to improve project performance. *International Journal of Project Management*, 35(8), 1537-1556/1-58. <https://doi.org/10.1016/j.ijproman.2017.08.011>
- Gaber, J. (2019). Building “A ladder of citizen participation” Sherry Arnstein, citizen participation, and model cities. *Journal of the American planning association*, 85(3), 188-201. DOI: 10.1080/01944363.2019.1612267, <https://doi.org/10.1080/01944363.2019.1612267>
- Gannon, M., Rasoolimanesh, S. M., & Taheri, B. (2021). Assessing the mediating role of residents' perceptions toward tourism development. *Journal of Travel Research*, 60(1), 1-51. <https://doi.org/10.1177/0047287519890926>
- Giampiccoli, A., & Saayman, M. (2018). Community-based tourism development model and community participation. *African Journal of Hospitality, Tourism and Leisure*, 7(4), 1–27. [http://: www.ajhtl.com](http://www.ajhtl.com).
- GSTC. (2019). GSTC Destination criteria: version 2.0. *Global Sustainable Tourism Council*, December 17. www.gscouncil.org
- Hasana, U., Swain, S. K., & George, B. (2022). Management of ecological resources for sustainable tourism: A systematic review on community participation in ecotourism literature. *International Journal of Management of Ecological Resources for Sustainable Tourism: A Systematic Review on Community Participation in*

- Ecotourism Literature* (January 01, 2022). Hasana, U., Swain, SK, & George, B., 1–33. <https://doi.org/https://doi.org/10.26668/businessreview/2022.v7i1.269>
- Idris, Purnomo, A., & Rahmawati, M. (2021). Community-based tourism: Capability and community participation in tourism development. *Community Empowerment through Research, Innovation, and Open Access*, 139–144. <https://doi.org/10.1201/9781003189206-26>
- K. C., B., Dhungana, A., & Dangi, T. B. (2021). Tourism and the sustainable development goals: Stakeholders' perspectives from Nepal. *Tourism Management Perspectives*, 38, 100822.
- Lapointe, D. (2017). Chapter 11: Theme parks as a link between urban and rural territories. In S. L. Slocum & C. Kline (Eds.), *Linking Urban and Rural Tourism Strategies in Sustainability* (pp. 159–170). CAB International. Website: www.cabi.org
- Mise, S. (2019). The role of spatial models in tourism planning. *Smart Innovation, Systems, and Technologies*, 100, 105–112. https://doi.org/10.1007/978-3-319-92099-3_13
- Neuhofer, B., Font, X., Crabolu, G., & Koens, K. (2022). Chapter 1: Enabling policy framework and governance. In *Stakeholder Consultation Report* (Issue January, pp. 8–18). European Commission. http://www.ifc.org/wps/wcm/connect/5a4e740048855591b724f76a6515bb18/PartOne_StakeholderConsultation.pdf?MOD=AJPERES
- Nunkoo, R., & Ramkissoon, H. (2011). Developing a community support model for tourism. *Annals of Tourism Research*, 38(3), 964–988. <https://doi.org/10.1016/j.annals.2011.01.017>
- Osman, T., Shaw, D., & Kenawy, E. (2018). Examining the extent to which stakeholder collaboration during ecotourism planning processes could be applied within an Egyptian context. *Land Use Policy*, 78, 126–137. <https://doi.org/10.1016/j.landusepol.2018.06.043>
- Rastegar, R., & Ruhanen, L. (2021). A safe space for local knowledge sharing in sustainable tourism: an organizational justice perspective. *Journal of Sustainable Tourism*, 0(0), 1–18. <https://doi.org/10.1080/09669582.2021.1929261>
- Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2020). Mapping stakeholders' roles in governing sustainable tourism destinations. *Journal of Hospitality and Tourism Management*, 45(December), 387–398. <https://doi.org/10.1016/j.jhtm.2020.09.005>

- Stone, M. T., & Stone, L. S. (2020). Challenges of community-based tourism in Botswana: A review of the literature. *Transactions of the Royal Society of South Africa*, 75(2), 181-193. <https://doi.org/10.1080/0035919X.2020.1715510>
- Walton, J. K. (2009). Prospects in tourism history: Evolution, state of play and future developments. *Tourism Management*, 30(6), 783–793. <https://doi.org/10.1016/j.tourman.2009.05.010>
- World Travel and Tourism Council (WTTC). (2021). World - Economic impact 2021. In *Global Economic Impact & Trends 2021*. [https://wttc.org/Portals/0/Documents/EIR/EIR2021 Global Infographic.pdf?ver=2021-04-06-170951-897](https://wttc.org/Portals/0/Documents/EIR/EIR2021%20Global%20Infographic.pdf?ver=2021-04-06-170951-897)