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SLR on Institutional Barriers and Resilience in Community-Based Tourism Governance

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Abstract

Despite the proliferation of Community-Based Tourism (CBT) as a sustainable development tool, its long-term viability remains precarious due to structural fragility and external disruptions. This Systematic Literature Review (SLR) investigates the institutional arrangements underpinning CBT resilience in Southeast Asia, addressing the gap between normative participation and actual sustainability. Guided by PRISMA 2020 protocols, the study synthesizes 34 high-impact, Scopus-indexed articles (2020–2025) through a rigorous three-stage coding process: open, axial, and selective. The findings demonstrate that CBT sustainability is not an inherent byproduct of community participation but an emergent institutional process. We propose a novel conceptual advancement: the CBT Institutional Resilience Framework, integrating three interdependent pillars: collaborative governance, social entrepreneurship, and institutional harmonization. This framework shifts the theoretical focus from utilitarian participation toward "Institutional Commoning," anchored in Adaptive Governance Theory. The synthesis reveals a triadic logic: while collaborative structures provide the foundation for multi-stakeholder risk-sharing, social enterprise models function as the essential economic engine for self-reliance. Crucially, institutional harmonization is identified as the vital mediator required to mitigate policy fragmentation and the digital divide. By bridging the gap between national regulations and local sovereignty, this study situates "local ownership" as an emergent outcome of institutional alignment. These findings offer a theoretically grounded roadmap for transitioning from donor-dependent projects to resilient, community-owned entities in post-crisis tourism landscapes.

Keywords: Community-Based Tourism, Southeast Asia, Institutional Resilience, Social Entrepreneurship, Adaptive Governance, Institutional Commoning.

A. INTRODUCTION

Community-Based Tourism (CBT) has long been regarded as a strategic instrument for promoting sustainable rural development, particularly in emerging economies such as Indonesia, Vietnam, and Thailand. By positioning local communities as central actors in tourism planning and management, CBT seeks to generate economic benefits while safeguarding cultural heritage and environmental integrity (Leksakundilok & Hirsch, 2024; Sutomo et al., 2024). Despite its normative appeal, mounting empirical evidence indicates that the long-term viability of CBT initiatives remains structurally fragile. Many community-led destinations struggle to survive beyond initial project cycles, especially when confronted with external disruptions and institutional constraints (Sari et al., 2024; Thananusak & Suriyankietkaew, 2023).

Recent scholarship increasingly argues that CBT's sustainability cannot be adequately explained by community participation alone. Instead, attention has shifted toward the role of governance structures and institutional resilience in shaping the adaptive capacity of tourism villages (Dodds et al., 2020; Men et al., 2023). In an era characterized by systemic global shocks, most notably the COVID-19 pandemic and recurring economic volatility, understanding how community-based destinations absorb, adapt to, and recover from crises has become a critical academic and policy concern (Haque et al., 2024; Pasanchay & Schott, 2021).

Within this evolving discourse, collaborative governance has emerged as a key institutional mechanism underpinning resilience in CBT. Unlike conventional top-down management models, collaborative governance

emphasizes multi-stakeholder arrangements that integrate community knowledge with formal policy support and cross-sectoral partnerships (Suratno et al., 2024; Srimulyani et al., 2023). Empirical studies suggest that such arrangements enhance collective decision-making, enable flexible resource management, and strengthen communities' capacity to respond to external shocks (Leksakundilok & Hirsch, 2024). Concepts such as "governing the commons" and eco-partnerships further highlight how locally embedded rules and shared ownership structures contribute to adaptive and equitable tourism governance (Suyatna et al., 2024). Nevertheless, the specific institutional pathways through which collaborative governance translates into sustained socio-economic resilience remain insufficiently synthesized across contexts.

Parallel to governance transformations, the literature documents a growing shift toward the marketization of CBT through social entrepreneurship (Men et al., 2023). This transition reflects a movement away from donor-dependent projects toward community-based social enterprise models that prioritize economic self-reliance without abandoning social objectives (Thananusak & Suriyankietkaew, 2023). Integrating social entrepreneurship into CBT governance has been shown to enhance local value retention, professionalize institutional structures, and strengthen communities' control over tourism assets (Suratno et al., 2024). Evidence from successful tourism villages such as Nglanggeran and Pentingsari further demonstrates that entrepreneurial capacity-building is instrumental in breaking cycles of dependency and fostering long-term local ownership (Suyatna et al., 2024; Sutomo et al., 2024). However, these transitions are frequently constrained by persistent institutional barriers, including fragmented policy frameworks, limited legal recognition, and uneven access to resources (Pasanchay & Schott, 2021).

Despite the rapid expansion of CBT-related research between 2020 and 2025, the existing literature remains largely fragmented. Most studies address governance, entrepreneurship, or resilience as isolated determinants of success, offering limited insight into their interdependent institutional dynamics. Consequently, there is a lack of a holistic synthesis that explains how collaborative governance and social entrepreneurship jointly shape institutional resilience and enable the progression from community participation to full local ownership. Addressing this gap, the present study conducts a Systematic Literature Review (SLR) of 34 Scopus-indexed articles to develop an integrated analytical framework for assessing the long-term viability of CBT.

To navigate this complexity, the study anchors its analysis in Adaptive Governance Theory (Folke et al., 2005) to examine how community institutions manage uncertainty through social learning and multi-level networks. Furthermore, it employs the concept of Institutional Isomorphism (DiMaggio & Powell, 1983) to explain why local initiatives often struggle to maintain their unique social goals when pressured to conform to rigid, top-down bureaucratic structures.

B. LITERATURE REVIEW

To establish a coherent analytical foundation for this systematic review, it is imperative to elucidate the theoretical pillars underpinning the study: Community-Based Tourism (CBT) governance, social entrepreneurship, institutional resilience, and local ownership. Rather than treating these concepts as isolated variables, this review conceptualizes them as interdependent institutional mechanisms that collectively dictate the long-term viability of community-led tourism destinations.

Collaborative Governance in Community-Based Tourism

Governance in CBT has evolved beyond normative notions of community participation toward complex multi-stakeholder arrangements characterized as collaborative governance. In recent literature, collaborative governance is defined as an institutional configuration in which local communities, public authorities, and private actors engage in shared decision-making and resource management (Kriswibowo, Supriyono, & Haryono, 2025; Nuh et al., 2024). This paradigm shift reflects a growing recognition that community participation, in isolation, is insufficient to sustain tourism initiatives without supportive institutional structures.

Drawing on the "governing the commons" perspective, tourism resources within CBT are increasingly framed as common-pool resources requiring collectively agreed-upon rules, transparent leadership, and locally embedded enforcement mechanisms (Suyatna et al., 2024). From this viewpoint, collaborative governance functions not merely as a coordination tool but as an institutional foundation that enables collective action, mitigates elite capture, and ensures equitable benefit distribution. In the face of external shocks, such governance arrangements are highly correlated with enhanced adaptive capacity and institutional stability.

Social Entrepreneurship as an Institutional Catalyst

A significant conceptual development identified in the 2020–2025 literature is the reframing of CBT as a community-based social enterprise. Unlike conventional tourism projects reliant on external funding, Community-Based Social Enterprises (CBSEs) integrate explicit social objectives—such as poverty reduction and cultural preservation—within financially self-sustaining business models (Thananusak & Suriyankietkaew, 2023). In this review, social entrepreneurship is conceptualized as an institutional catalyst that transitions community participation into sustainable entrepreneurship. By embedding entrepreneurial logic into governance structures, CBT initiatives can professionalize management, retain local value, and reduce long-term dependency on state or donor interventions (Suriyankietkaew, Krittayaruangroj, & Iamsawan, 2022; Thananusak & Suriyankietkaew, 2023). Importantly, effective governance ensures that social entrepreneurship strengthens collective ownership by aligning economic incentives with social missions rather than eroding communal values.

Institutional Resilience and Adaptive Capacity

Institutional resilience in CBT refers to the capacity of local governance systems to absorb, adapt to, and recover from external disturbances, including economic crises and global health emergencies (Pramono & Juliana, 2025; Sann, Lai, & Chen, 2023). This study adopts an institutional perspective, emphasizing that resilience is a proactive capability cultivated through sustainable leadership and learning-oriented governance (Suriyankietkaew et al., 2022). Long-term viability thus emerges from resilient arrangements that navigate uncertainty while maintaining social cohesion. Resilience operates as a vital mediating mechanism linking collaborative governance and social entrepreneurship to sustainable development outcomes.

Local Ownership and Institutional Barriers

The ultimate trajectory of CBT governance is the attainment of full local ownership, wherein communities possess substantive decision-making authority over tourism assets and strategic direction. However, the literature identifies persistent institutional barriers—including fragmented policy frameworks, limited legal recognition, and the digital divide—that constrain this transition (Lee-Anant & Kungwansith, 2025). This review conceptualizes these barriers as systemic factors that mediate the relationship between governance arrangements and ownership outcomes, explaining why many initiatives remain stagnant at the participation level.

C. METHODS

This study utilized a Systematic Literature Review (SLR) to synthesize contemporary scholarly evidence regarding governance, social entrepreneurship, and institutional resilience in the context of Community-Based Tourism (CBT). To ensure transparency, methodological rigor, and reproducibility, the review protocol was strictly implemented in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. The literature search was executed using the Scopus database, selected for its comprehensive coverage of high-impact, peer-reviewed journals across the social sciences, business, and management disciplines. Scopus provided the breadth needed to capture theoretically robust, empirically

grounded studies essential to institutional- and governance-based analyses. A structured Boolean search string was applied to titles, abstracts, and keywords: ("community-based tourism" OR "CBT") AND ("governance" OR "institutional" OR "policy" OR "management model").

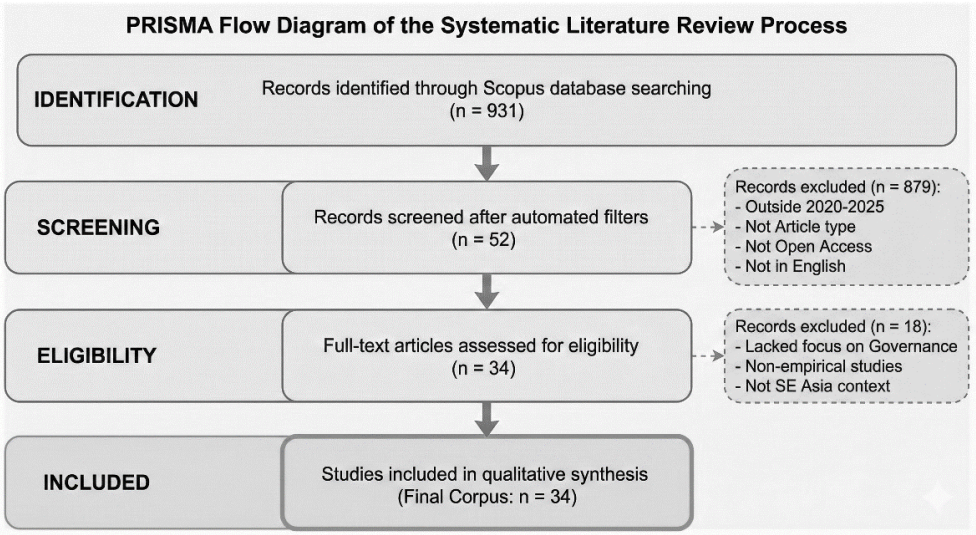


Figure 1. PRISMA Flow

Source: Research data, 2025

The selection process followed a rigorous multi-stage procedure as illustrated in the PRISMA flow diagram (Figure 1): Identification Stage: The initial search yielded 931 records. Screening Stage: Automated filtering excluded 879 records that fell outside the 2020–2025 period, were non-journal articles, were non-English publications, or were restricted by paywalls. Eligibility Stage: 52 records were assessed based on title and abstract relevance. Full-text evaluations led to the exclusion of 18 articles for lacking substantive focus on governance, being non-empirical, or failing to align with the Southeast Asian context. Inclusion Stage: A final corpus of 34 peer-reviewed articles was retained for qualitative synthesis.

Data from the final sample were systematically extracted into a structured review matrix capturing authorship, publication year, geographical focus, governance arrangements, social entrepreneurship dimensions, and resilience-related findings. A thematic synthesis approach was employed to map empirical insights against the three primary research questions (RQ1–RQ3). This facilitated the identification of recurring institutional enablers and barriers that influence CBT's viability in Southeast Asia. Themes were iteratively refined through comparative cross-study analysis to ensure analytical consistency. The thematic analysis followed a three-stage coding process to synthesize the findings: 1) Open Coding: Identification of initial themes regarding governance structures, financial models, and regulatory barriers; 2) Axial Governance: Categorization of themes into three primary pillars: Collaborative Governance, Social Entrepreneurship, and Institutional Barriers; and 3) Selective Coding: Synthesis of the 'CBT Institutional Resilience Framework' by mapping causal interdependencies between categories.

Table 1. Coding Framework for SLR Analysis

Category	Primary Codes	Source Examples
Collaborative Governance	Multi-stakeholder, trust-building, adaptive leadership	Pongsakornrungsilp et al. (2022); Suyatna et al. (2024)
Social Entrepreneurship	Self-reliance, reinvestment, hybrid business models	Ho and van Nguyen (2025); Thananusak and Suriyankietkaew (2023)
Institutional Barriers	Policy silos, digital divide, and land tenure conflicts	Lee-Anant and Kungwansith (2025); Yang and Bi (2024)

Source: Research data, 2025

D. RESULTS AND DISCUSSIONS

Descriptive Findings: Bibliometric Overview

The systematic literature review (SLR) yielded a final corpus of 34 peer-reviewed articles published between 2020 and 2025. This section provides a descriptive bibliometric overview of the selected studies, emphasizing publication trends and geographical distribution to contextualize the evolution of Community-Based Tourism (CBT) research in Southeast Asia.

Publication Trends and Evolutionary Shift

As shown in Table 2, the volume of publications demonstrates a significant upward trajectory, culminating in a pronounced peak in 2025, with 12 articles accounting for 35.3% of the total corpus. This surge reflects heightened academic and policy discourse regarding the resilience and long-term sustainability of CBT initiatives following the COVID-19 pandemic. Furthermore, the increase in post-pandemic scholarship indicates a paradigm shift from descriptive case studies toward rigorous, institutionally and governance-oriented, resilience-focused analyses.

Table 2. Distribution of Selected Articles by Publication Year and Country (N = 34)

Year	Number of Articles	Percentage (%)	Primary Countries
2025	12	35.3%	Thailand, Vietnam, Indonesia
2024	6	17.6%	Indonesia, Thailand
2023	4	11.8%	Thailand, Malaysia
2022	9	26.5%	Indonesia, Thailand, Vietnam
2021	2	5.9%	Vietnam, Indonesia
2020	1	2.9%	Indonesia
Total	**34**	**100%**	**Southeast Asia (Mainly TH, ID, VN)**

Source: Research data, 2025

Disciplinary Perspectives and Knowledge Transfer

An analysis of publication outlets reveals that the reviewed studies predominantly appear in leading journals within the Social Sciences and Business Management domains. This pattern underscores a disciplinary transition in CBT research away from purely tourism-centric narratives toward complex institutional, economic, and governance-based perspectives. Moreover, the prevalence of Open Access publications enhances the practical utility of the synthesized findings, facilitating seamless knowledge transfer to local policymakers, practitioners, and community stakeholders throughout the region.

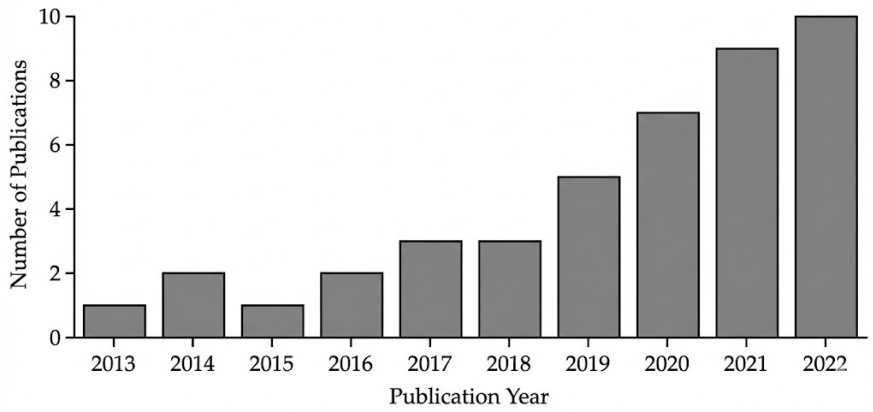


Figure 2. Temporal Distribution of Selected Talent Management Publication

Source: Research data, 2025

Collaborative Governance and Resilience to Global Shocks (RQ1)

The synthesis of the 34 selected articles demonstrates that collaborative governance constitutes a foundational institutional mechanism for building resilience in Community-Based Tourism (CBT) destinations across Southeast Asia. Rather than functioning as an inherent community attribute, resilience emerges as the outcome of deliberate governance arrangements that redistribute decision-making authority, coordinate stakeholder roles, and institutionalize adaptive responses to external shocks (Pongsakornrungsilp et al., 2022; Sann et al., 2023).

Across the 2020–2025 literature, collaborative governance is consistently characterized by multi-stakeholder configurations involving local communities, government agencies, and private-sector actors engaged in the shared management of tourism resources (Pongsakornrungsilp et al., 2022; Wikantiyoso et al., 2021). A substantial body of research examines how these arrangements enabled CBT destinations to absorb and adapt to the unprecedented disruptions caused by the COVID-19 pandemic. The findings collectively indicate that destinations with pre-existing collaborative structures exhibited greater institutional flexibility, faster recovery trajectories, and enhanced social cohesion during crisis periods (Sann et al., 2023; Thananusak & Suriyankietkaew, 2023).

Table 3. Synthesis of Collaborative Governance Mechanisms and Resilience Outcomes

Author (Year)	Core Governance Mechanism	Key Resilience Outcomes
(Pongsakornrungsilp et al. 2022)	Stakeholder co-creation	Integrated recovery strategies and enhanced crisis preparedness in Thailand
(Sann et al. 2023)	Adaptive management	Rapid transition to domestic markets and digital adaptation during lockdowns
(Suyatna et al. 2024))	Governing the Commons	Strengthened social capital and equitable resource distribution in Indonesia
(Suriyankietkaew et al. 2022)	Sustainable leadership	Long-term organizational stability through SME empowerment
(Wikantiyoso et al. 2021)	Multi-level coordination	Synergistic rural development planning across governance scales
(Thananusak and Suriyankietkaew 2023)	Participatory governance	Identification of sustainability drivers buffering economic volatility

Source: Research data, 2025

As synthesized in Table 3, resilience within CBT contexts is generated through specific governance mechanisms rather than through community participation alone. For example, Pongsakornrungsilp et al. (2022) illustrate how stakeholder co-creation in Krabi, Thailand, facilitated the redesign of tourism strategies by aligning local priorities with provincial recovery policies. This collaborative process enabled rapid strategic recalibration in response to declining international tourism flows. Similarly, the application of "governing the commons" principles in Nglanggeran, Indonesia (Suyatna et al., 2024), demonstrates that clearly defined internal rules, transparent leadership, and collective monitoring mechanisms play a critical role in safeguarding social welfare and preventing resource capture during periods of economic instability.

These cases reveal a common pattern: collaborative governance enhances resilience by institutionalizing adaptive leadership and enabling flexible decision-making at the local level—capacities that are often absent in centralized, top-down tourism management models (Wikantiyoso et al., 2021). Rather than relying on external interventions, communities operating under collaborative governance frameworks are better positioned to mobilize local resources, negotiate support across governance levels, and implement context-sensitive responses to crisis conditions.

Furthermore, the literature emphasizes the importance of bottom-up governance dynamics in strengthening institutional resilience. (Suriyankietkaew et al., 2022) argue that sustainable leadership practices in community-based SMEs are a critical driver of resilience, fostering learning-oriented management and rapid responsiveness to market disruptions. Empirical evidence from studies conducted between 2023 and 2025 further indicates that such leadership models enabled CBT destinations to pivot toward domestic tourism markets and integrate digital platforms to maintain destination visibility under travel restrictions (Sann et al., 2023; Thananusak & Suriyankietkaew, 2023).

Taken together, these findings suggest that collaborative governance functions as an institutional "shock absorber" within CBT systems. By embedding collective decision-making, multi-level coordination, and adaptive leadership into local governance structures, collaborative governance enhances the capacity of tourism villages to withstand, adapt to, and recover from global shocks. This synthesis directly addresses RQ1 by demonstrating that resilience in CBT is systematically produced through governance mechanisms that empower communities as active institutional agents rather than passive beneficiaries.

Social Entrepreneurship and Economic Independence (RQ2)

The synthesis of the reviewed literature indicates that integrating social entrepreneurship into Community-Based Tourism (CBT) governance models is a central mechanism for achieving long-term economic independence in Southeast Asia. Rather than functioning as a supplementary income strategy, social entrepreneurship is increasingly conceptualized as an institutional transformation that enables communities to exercise greater control over tourism value creation, revenue allocation, and reinvestment decisions. Across the selected studies, the transition from grant-dependent tourism initiatives toward community-led social enterprises emerges as a recurring pathway to economic self-reliance. By institutionalizing entrepreneurial practices within CBT governance structures, communities can retain a larger share of tourism-generated value, diversify income sources, and reduce dependence on external funding mechanisms. This shift is particularly significant in rural contexts, where tourism revenues often represent a primary driver of local economic development.

Table 4. Synthesis of Social Entrepreneurship Drivers and Economic Independence in CBT

Author (Year)	Focus Area	Key Contribution to Economic Independence
Ho and van Nguyen (2025)	Vietnam (Ethnic minorities)	Inclusive participation in tourism value chains accelerates regional growth and poverty reduction.
Oktavilia et al. (2024)	Indonesia (Creative economy)	Creative economic activities diversify income sources within tourism villages.
Thananusak and Suriyankietkaew (2023)	Thailand (Social enterprise)	Social enterprise models balance financial viability with community-wide social impact.
Pramono and Juliana (2025)	Indonesia (Empowerment)	Community empowerment programs serve as prerequisites for economic self-reliance.
Suriyankietkaew et al. (2022)	Thailand (Leadership)	Sustainable leadership enables effective management of community-based SMEs
Rizka et al. (2025)	Indonesia (Entrepreneurship)	Entrepreneurship education rooted in local wisdom strengthens business resilience.

Source: Research data, 2025

As summarized in Table 4, the literature identifies multiple drivers linking social entrepreneurship to community-level economic empowerment. Thananusak and Suriyankietkaew (2023), for example, emphasize that positioning CBT as a sustainable social enterprise requires integrating social and environmental objectives alongside financial performance. This hybrid orientation enables tourism villages to pursue profitability without compromising collective welfare or cultural integrity. Similarly, studies in Indonesia demonstrate that creative economy initiatives—such as local crafts, cultural performances, and creative services—function as secondary

economic engines that expand revenue streams beyond conventional tourism activities (Oktavilia et al., 2024). Empirical evidence from Vietnam further reinforces the role of inclusive entrepreneurship in fostering economic independence. Ho and van Nguyen (2025) show that embedding ethnic minority communities within tourism value chains not only contributes to cultural preservation but also generates measurable regional economic benefits. These findings suggest that social entrepreneurship enhances economic resilience by broadening participation in value creation and preventing the concentration of benefits among external actors.

The literature also highlights leadership and managerial capacity as critical enabling conditions. Sustainable leadership practices within community-based SMEs are identified as essential for managing tourism enterprises as autonomous and resilient economic units (Suriyankietkaew et al., 2022). Complementary studies emphasize that structured community empowerment programs and entrepreneurship education—particularly those integrating local knowledge systems—strengthen institutional capacity and support long-term business sustainability (Pramono & Juliana, 2025; Rizka et al., 2025). Collectively, these findings demonstrate that economic independence in CBT extends beyond income generation. It reflects the community's institutional capacity to govern enterprises, retain and reinvest surplus locally, and maintain strategic control over development trajectories. When social entrepreneurship is embedded within CBT governance frameworks, communities gain the agency to operate as independent economic actors, thereby reducing vulnerability to market volatility, donor withdrawal, and top-down policy interventions. This synthesis directly addresses RQ2 by illustrating how social entrepreneurship functions as the economic foundation underpinning sustainable local ownership in community-based tourism.

Institutional Barriers to Full Local Ownership (RQ3)

While the preceding sections demonstrate the potential of collaborative governance and social entrepreneurship in strengthening resilience and economic independence, this systematic review also reveals a set of persistent institutional barriers that frequently obstruct the transition of Community-Based Tourism (CBT) from participatory arrangements to full local ownership. These barriers are not isolated constraints but systemic conditions that limit communities' ability to exercise sustained control over tourism assets, decision-making processes, and development trajectories. Across the 2020–2025 literature, institutional barriers are consistently clustered into four interrelated domains: regulatory, capacity-related, financial, and socio-institutional constraints (see Table 5). Among these, regulatory fragmentation emerges as a primary structural barrier. (Lee-Anant and Kungwansith, 2025) observe that in Thailand's Eastern Economic Corridor, misalignment between national development agendas and community-level priorities produces overlapping jurisdictions and unclear authority, effectively constraining local managerial autonomy. A comparable dynamic is evident in Indonesia, where (Kriswibowo et al., 2025) demonstrate that complex legal frameworks governing world heritage destinations, such as Borobudur, necessitate multi-level collaborative arrangements that—while enhancing resilience—may inadvertently dilute local decision-making power when institutional roles are not clearly delineated.

Table 5. Institutional Barriers to Full Local Ownership in CBT Destinations

Category	Key Barriers	Impact on Local Ownership	Supporting Literature
Regulatory	Policy fragmentation, overlapping jurisdictions, and land tenure ambiguity	Constrains legal authority and strategic autonomy	Kriswibowo et al. (2025); Lee-Anant & Kungwansith (2025)
Capacity	Digital illiteracy, managerial skill gaps, and limited marketing expertise	Reinforces dependency on external agents	Sutomo et al. (2024); Yang & Bi (2024)
Financial	Limited access to capital, high entry costs, and grant dependence	Restricts investment in community-owned assets	Choenkwan & Rambo (2025); Ngo & Creutz (2022)
Social / Internal	Low youth participation; leadership succession gaps	Weakens institutional continuity	Khuc et al. (2025)

Source: Research data, 2025

In addition to regulatory constraints, deficiencies in human and organizational capacity constitute a major impediment to ownership. Several studies highlight that the rapid digitalization of tourism markets has introduced new technical requirements that many community governance bodies are ill-equipped to meet. (Yang and Bi, 2024) emphasize that limited digital literacy and marketing expertise hinder communities' ability to manage online platforms independently, reinforcing reliance on external intermediaries. This digital dependency, as noted by Sutomo et al. (2024), reproduces asymmetrical power relations that undermine the objective of economic self-reliance, even in contexts where collaborative governance structures are formally in place. Financial barriers further compound these challenges. Empirical evidence from Vietnam and other Southeast Asian destinations indicates that restricted access to capital, high initial investment costs, and continued dependence on grants constrain communities' capacity to invest in and expand community-owned tourism infrastructure (Choenkwan & Rambo, 2025; Ngo & Creutz, 2022). In such contexts, external commercial actors often gain disproportionate influence, prioritizing short-term profitability over community-defined development goals.

Beyond formal institutional constraints, socio-institutional dynamics—specifically, minimal youth engagement—emerge as a critical yet underexplored barrier. (Khuc et al., 2025) report that while cultural preservation efforts remain strong, younger generations frequently disengage from CBT governance due to the perceived economic precarity of rural tourism and the attraction of urban employment. Taken together, these findings indicate that the persistence of institutional barriers explains why collaborative governance and social entrepreneurship do not automatically culminate in full local ownership. Addressing these barriers requires systematic policy harmonization across governance levels to reposition communities as primary institutional owners rather than perpetual project beneficiaries (Kriswibowo et al., 2025; Lee-Anant & Kungwansith, 2025). Such harmonization is essential for the realization of genuinely self-governed and sustainable CBT systems.

Discussion

The findings of this systematic review reveal a fundamental philosophical transformation in the governance of Community-Based Tourism (CBT). Earlier CBT paradigms predominantly framed participation as an instrumental mechanism, positioning local communities as invited stakeholders within externally designed development projects. In contrast, the post-2020 literature demonstrates a decisive shift toward what can be conceptualized as institutional commoning, whereby tourism resources are collectively owned, governed, and protected by the community (Kriswibowo et al., 2025; Suyatna et al., 2024). This shift reflects an ontological reorientation in how tourism resources—both natural and cultural—are perceived. Rather than functioning as market commodities, these resources are increasingly treated as "commons" embedded within local social institutions. As illustrated in the proposed CBT Institutional Resilience Framework (see Figure 3), this transformation repositions communities from passive beneficiaries to active institutional agents. Such agency constitutes the foundation of resilience; when tourism governance is aligned with collective identity and local norms, communities exhibit a stronger commitment to sustaining tourism systems during periods of global disruption.

The logic of the proposed framework (Governance →Entrepreneurship (Ownership) is deeply rooted in Ostrom's (1990) Polycentric Governance theory. Ostrom argues that the sustainability of "the commons" depends on clear boundary rules and collective-choice arrangements. In this study, Institutional Harmonization serves as a vital mediator; without alignment between national and local laws, the community lacks the legal standing to exercise full ownership, regardless of its entrepreneurial success. This alignment provides the "enabling environment" that transforms social capital into permanent institutional resilience.

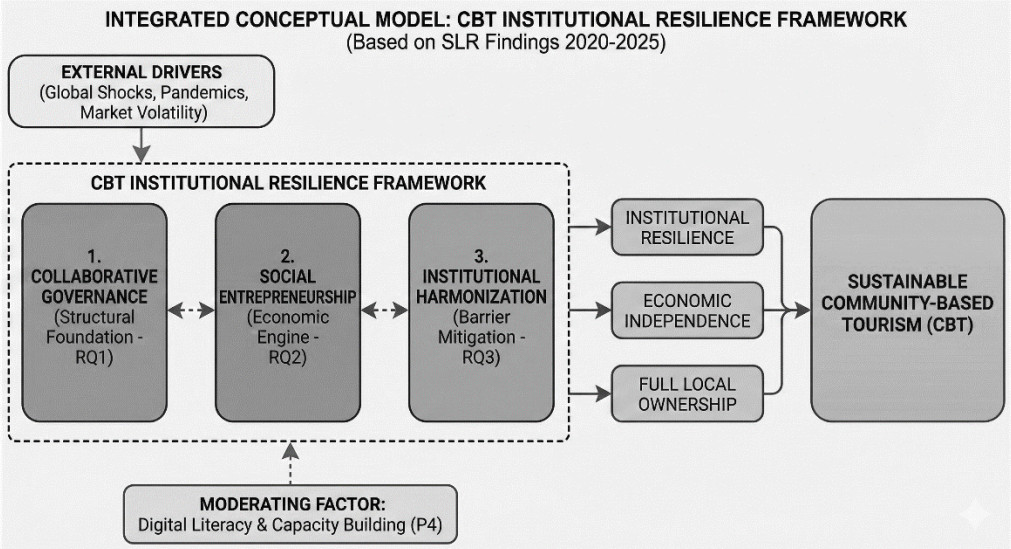


Figure 3. Integrated Conceptual Model of CBT

Source: Research data, 2025

Theoretical Contribution: CBT Institutional Resilience Theory

The primary theoretical contribution of this study is the articulation of CBT Institutional Resilience Theory, visually synthesized in the integrated conceptual model. Unlike conventional sustainable tourism frameworks that treat sustainability as a static end-state, this theory advances the notion of adaptive sustainability—the dynamic capacity of community institutions to absorb shocks, adapt governance and business practices, and recover without eroding their social foundations. This review demonstrates that resilience in destinations such as Krabi, Thailand (Pongsakornrungsilp et al., 2022) and Nglanggeran, Indonesia (Suyatna et al., 2024) is not incidental. Rather, it is the outcome of institutional professionalization: the ability of community organizations to adopt business-oriented competencies associated with social enterprise models while preserving collective values, social cohesion, and local identity (Thananusak & Suriyankietkaew, 2023). By bridging communitarian and commercial logics, CBT Institutional Resilience Theory offers an integrative framework explaining how governance, entrepreneurship, and institutional alignment jointly enable sustainable local ownership.

Implications for Future Research and Model Testing

To advance CBT scholarship beyond descriptive synthesis, future research should empirically test the propositions embedded within the CBT Institutional Resilience Framework. Specifically, scholars are encouraged to examine: 1) Governance–Resilience Relationships: Quantitative analysis of the association between decentralization levels in village governance and post-crisis recovery time; 2) Economic Reinvestment Dynamics: Longitudinal tracking of SME revenue reinvestment rates into community funds as indicators of effective social enterprise institutionalization; 3) Digital Capacity as a Moderating Variable: Empirical assessment of digital literacy among community leaders and its moderating effect on destination visibility and market access (Yang & Bi, 2024); 4) Comparative Institutional Analysis: Cross-national evaluation of land tenure regimes and regulatory harmonization in Southeast Asia and their impact on local ownership outcomes (Lee-Anant & Kungwansith, 2025).

By grounding future research in these measurable constructs, the academic community can transition from documenting CBT success stories toward predicting, testing, and deliberately designing resilient community-based tourism systems.

E. CONCLUSION

This Systematic Literature Review provides a comprehensive synthesis of the institutional and governance dynamics shaping the viability of Community-Based Tourism (CBT) in Southeast Asia between 2020 and 2025. By analyzing 34 Scopus-indexed studies through a PRISMA-guided approach, this review demonstrates that the sustainability of CBT destinations is fundamentally an institutional challenge rather than a purely promotional, managerial, or operational concern. The findings confirm that resilience in CBT is produced through the interaction of three interdependent institutional pillars: 1) Collaborative governance functions as the structural foundation by enabling multi-stakeholder coordination, decentralized decision-making, and adaptive leadership in the face of external shocks; 2) Social entrepreneurship serves as the economic engine that allows communities to move beyond donor dependence, retain tourism-generated value locally, and finance collective development priorities; 3) Institutional harmonization operates as the catalytic mechanism that determines whether governance capacity and entrepreneurial initiatives translate into full local ownership.

Conversely, fragmented regulatory frameworks, capacity gaps, and misaligned policy environments consistently emerge as structural constraints that weaken this transition. Beyond synthesizing empirical evidence, this study advances the CBT Institutional Resilience Framework, reconceptualizing sustainability as an adaptive institutional capacity rather than a static end-state. By introducing the notion of "institutional commoning," the framework shifts the analytical focus from passive community participation toward active institutional agency, where communities act as sovereign architects of their tourism systems. This theoretical contribution bridges communitarian and commercial perspectives, offering an integrative explanation of how governance, entrepreneurship, and institutional alignment jointly enable resilient, locally owned CBT models.

From a policy perspective, the findings underscore the importance of regulatory coherence and multi-level institutional alignment. Policymakers should move beyond project-based support toward enabling environments that clarify legal authority, secure land tenure, and invest in digital and managerial capacity at the community level. For practitioners, the results highlight the need to embed entrepreneurial competencies within community governance structures rather than treating income generation as a standalone activity. For the ASEAN region, policymakers should move toward a "Unified CBT Accreditation Standard" that recognizes village-owned enterprises, such as BUMDes in Indonesia, as formal social enterprises. This would improve access to revolving funds and professional training, reducing reliance on sporadic government grants.

While this review provides a robust conceptual foundation, its reliance on secondary data presents inherent limitations. Future research should empirically test the proposed framework using quantitative and mixed-method approaches, particularly by examining governance decentralization, revenue reinvestment patterns, and digital capacity as measurable drivers of institutional resilience. By doing so, scholars and policymakers can move from describing CBT success stories toward systematically designing and scaling resilient systems capable of withstanding future global disruptions. Future studies should prioritize empirical validation by developing a CBT Resilience Index using measurable indicators, such as the "Community Fund Reinvestment Rate" and "Policy Alignment Score," to test the causal pathways proposed in this framework.

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