




COMMUNITY-BASED TOURISM AND PARTICIPATORY MANAGEMENT IN PROTECTED AREAS

TURISMO DE BASE COMUNITÁRIA E GESTÃO PARTICIPATIVA EM ÁREAS PROTEGIDAS

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Keywords	Abstract
<p>Community Tourism. Participative management. Protected Areas.</p> <div data-bbox="165 1070 402 1330" style="border: 1px solid black; padding: 5px; margin-top: 10px;"><p>ISSN 2594-8407</p><p>Licenciada por <i>Creative Commons</i> Atribuição Não Comercial/Sem Derivações / 4.0/</p></div>	<p>The article analyzes publications on Community-Based Tourism (TBC) and Participatory Management in Protected Areas and identifies the approach of the authors of these publications on the macro themes covered. It presents an important perspective on the possibility of tourism occurring in Conservation Units, natural territories as the main tourist attraction for the local community, generally traditional residents. Promoting reflection on the participation of traditional communities in the preservation, conservation and tourism management of these units aiming to enhance socio-environmental outcomes. The research methodology involved bibliographical research with a descriptive qualitative approach, including a content analysis of 13 selected studies based on their relevance to the theme and research keywords, using desk research methods. The discussion involved a content analysis of the sample, organizing postulates by similarity, and categorizing them into three aspects: tourism in protected areas; participatory management of TBC; and participatory management in protected areas. The study concludes that the TBC can serve as a catalyst for tourism development in traditional communities within protected areas, contributing to the preservation, conservation and strengthening of the economy in local communities, with the effective participation of society in the control and management of actions, including in the formation of associations and cooperatives.</p>



Palavras-Chave	Resumo
<p><i>Turismo Comunitário. Gestão Participativa. Áreas Protegidas.</i></p> <div data-bbox="151 835 397 1171" style="border: 1px solid black; padding: 5px;"><p>Submitted on: 10/26/2023 Approved on: 12/16/2023 Published on: 01/26/2024</p><p>Editor: Izac Bonfim</p></div>	<p><i>O artigo analisa publicações sobre o Turismo de Base Comunitária (TBC) e a Gestão Participativa em Áreas Protegidas e identifica qual a abordagem dos autores dessas publicações sobre os macrotemas abordados. Apresenta uma importante perspectiva sobre a possibilidade do turismo ocorrer em Unidades de Conservação, territórios naturais como principal atrativo turístico pela comunidade local, geralmente moradores tradicionais. Promovendo uma reflexão sobre a participação das comunidades tradicionais na preservação, conservação e gestão do turismo destas unidades visando o incremento e fortalecimento socioambiental. Adotou-se a metodologia de pesquisa bibliográfica, do tipo descritiva de abordagem qualitativa, realizando-se a análise de conteúdo de 13 estudos selecionados por sua relação com o tema e com as palavras-chave da pesquisa, utilizando o método desk Research. Na discussão, realizou-se a análise de conteúdo da amostra e organização de postulados por similaridade, os quais foram categorizados pelos seguintes aspectos: turismo em áreas protegidas; gestão participativa do TBC; gestão participativa em áreas protegidas. Concluiu-se que o TBC, pode ser um instrumento alavancador para o desenvolvimento do turismo nas comunidades tradicionais em áreas protegidas, proporcionando preservação, conservação e fortalecimento da economia nas comunidades locais, com a participação efetiva da sociedade no controle e gestão das ações, inclusive na formação de associações e cooperativas.</i></p>

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INTRODUCTION

Starting in the 1980s and 1990s, as globalization expanded and political awareness of socio-environmental issues increased (Varajão & Araújo, 2017), the tourism industry underwent a transformation to overcome its previously mechanical characteristics associated with classical economic thinking that underpinned its planning and management (Cruz, 2008).

This transformation process led to specialization in the supply of tourism products, penetration into new markets, and the reconfiguration of production forms in the tourism industry (Oliveira & Manso, 2010), with a focus on increased productivity and profit maximization (Beni, 2001). Such evolution contributed to raising the importance of tourism in the economic development strategies of nations and global public policies (Domareski-Ruiz & Gândara, 2013), identifying the activity as an auxiliary alternative for the conservation of natural resources.

However, considering the magnitude of tourism in areas where nature is the main attraction (such as rural tourism, educational tourism, adventure tourism, fishing tourism, and ecotourism, for example), the landscape becomes the central motivating product of tourism practice (Mendonça, 2001), and the visitor's perception of the environment is related to aesthetic issues (Tuan, 1980). Therefore, tourism activities in these areas require significant efforts from all parties involved and require planning that goes beyond economic relations, as is the case with Conservation Units (UC), thus promoting Community-Based Tourism (CBT).

However, it is relevant to highlight that, in the same context, there are positions that emphasize opposition. In studies exploring the scope of the term "post-colonial," not only as a historical concept but also as a broader epistemological dimension, there is a critique of the functioning of contemporary touristic societies, studies examining the term 'post-colonial' critique contemporary tourism societies, suggesting that tourism development has not led to fairer relations or ethical tourism practices (Boukhris & Peyvel, 2019).

In this context of counter-discourse, the first research emerges that addresses the decolonial conception of tourism growth resulting from the Latin American indigenous cosmology (Chassagne & Everingham, 2020). These studies propose alternative tourism models that move away from extractive economies. For instance, the philosophy of 'Buen Vivir' conceptualizes community tourism as a holistic framework that considers both human and non-human entities (Karst, 2016). These studies offer new ways of



understanding and practicing tourism, incorporating non-naturalist concepts and ontologies (Dávalos, 2008).

CBT emerges from the idea of fostering interaction between hosts and visitors, with active participation from both parties. It aims to generate economic and conservation benefits for communities and the local environment. For this reason, it is a type of tourism that seeks to meet the natural, cultural, and environmental conservation needs of a community while stimulating economic development (Mendonça, 2014).

Community-Based Tourism prioritizes the sustainable use of natural and cultural heritage, encouraging conservation. Despite being in its early stages of development, CBT has demonstrated positive impacts in areas of conservation (Silva, 2021; Rodrigues, 2003; Mazzei, Colesani & Santos, 2007; Rangel & Sinay, 2019; Queiroz & Vallejo, 2017). Therefore, this article seeks to understand the possibility of Community-Based Tourism becoming a foundation and solution for traditional communities in protected areas, providing opportunities for local development in tourism activities.

The chosen article to analyze publications related to the theme and the approach adopted by the authors on the overarching themes in question. To achieve this purpose, specific objectives include understanding the theoretical approaches that define and contextualize Tourism in protected areas, analyzing the contributions of participatory management to Community-Based Tourism, identifying possibilities for local development, and addressing the importance of collective and conscious participation in Community-Based Tourism in protected areas in Brazil.

The article follows a structured format in sections. The first is the introduction, outlining the objectives, justifications, research problem, and the study's relevance. Following this, the second section provides a brief overview of the materials and methods. Subsequently, it delves into Community-Based Tourism and the associated participatory management. The last section focuses on exploring participatory management in the context of Community-Based Tourism, especially in protected areas. The article concludes with final remarks and a list of references.



COMMUNITY-BASED TOURISM

Tourism plays a significant role in the socio-economic development of many regions worldwide. However, this sector is often marked by predatory practices that affect the environment, local culture, and resident communities. These and other aspects have contributed to the emergence of alternative models that consider the community's protagonism and focus on preventing and/or minimizing the damages caused by the demand for this activity. Among the modalities that have arisen and persisted, Community-Based Tourism has stood out.

As described by Almeida and Emmendoerfer (2022), the phenomenological studies that underpinned the philosophy guiding CBT originated in the 1970s when anthropologists and geographers, such as Dovey (1975), Plog (1977), and De Kadt (1979), these studies analyzed the relationship between 'preservation vs. development associated with tourism' and its impacts on local communities. Over time, CBT has emerged as an effective tourism model promoting sustainable local development through active community participation (Dores, 2015).

In conceptual terms, community-based tourism (CBT) is generally conceived by scholars as a tourism format that, in principle, seeks to strengthen social ties and, at the same time, contribute to and stimulate collective sentiment in tourist-receiving regions (Irving, 2009).

This form of tourism emphasizes a dialectical relationship between tourists and the receiving community, where both are seen as active agents in socio-economic and environmental actions. Communities actively manage tourism activities to generate income and achieve common goals, ultimately enhancing quality of life and fostering a sense of local belonging.

This perspective is echoed by Dores (2015), who emphasizes that communities are central protagonists in the CBT process, rather than passive elements. This participatory approach fosters a collective sense of life, quality of life, and local belonging, core principles of the CBT philosophy.

Araújo (2015) further underscores that CBT emerges in regions where tourism is not the dominant economy. The author emphasizes that this form of tourism is based on the principle that the receiving community should be responsible for planning and executing all actions aimed at the development of local tourism, making them the main beneficiary. In this sense, CBT has various definitions worldwide but can be



summarized as a type of tourism managed and controlled by local communities with the aim of promoting sustainable development and the environmental and cultural conservation of the managed locality.

Therefore, it can be observed that the main objectives of CBT involve giving local communities effective control over their development and management, as well as ensuring that the majority of the benefits generated by tourism projects are reinvested in the receiving communities (Araújo, 2015). In addition to the effectiveness of tourism activities, there is also a focus on stimulating the environmental and cultural conservation of the visited places, as well as providing a sustainable economic alternative for the resident populations.

In practical terms, CBT seeks to regulate consumption patterns, lifestyles, and a set of productive and socio-environmental functions that influence the regulation of the supply of goods and services and their impacts on the visited places (Almeida & Emmendoerfer, 2022). Thus, by being placed at the center of tourism activities, community members play a central role, actively participating in the planning, development, and management phases of tourism activities implemented in their regions, favoring a better quality of life and inclusion in the stages involved in the process (Irving, 2009).

To enhance the role of receiving community members in tourism development, strategies must ensure their active participation. Almeida and Emmendoerfer (2022) highlight several important topics in this regard. Table 1 in their work outlines strategies that local communities can employ to play a leading role in implementing and managing tourism.



Table 1

Strategies for local communities to engage in tourism management

Strategies	Actions and characterizations
Stimulate local initiative	It is essential to encourage and support local initiatives and enterprises, taking into consideration, especially, the specificities of each locality and the most pressing needs of the communities.
Optimize the use of resources	Communities should be empowered to identify and utilize available resources for diverse tourism activities, including creating lodging infrastructure, promoting local culture, and organizing cultural events.
Community training and involvement	It is important to provide training courses for community members so that they can actively engage in tourism and develop the necessary skills for the management and operation of tourism enterprises.
Interaction with tourists	promoting interaction between local communities and tourists is vital. This interaction allows visitors to learn about the communities' work, participate in daily activities, and gain insights from local guides about the region's history and evolution.

Source: Compiled by the authors based on Almeida and Emmendoerfer (2022).

Table 1 outlines various strategies aimed at integrating local communities into the core of tourism activities. It is crucial to emphasize that each locality has unique characteristics, making the adoption of specific strategies in unison with its peculiarities. The active involvement of community residents in all phases of the process is crucial, as they possess effective knowledge of local resources and understand the urgent and most relevant needs (Almeida & Emmendoerfer, 2022).



Community-Based Tourism (CBT) is founded on the valorization and conservation of natural and cultural resources, coupled with the pursuit of fair and mutually beneficial interactions between visitors and residents. Thus, its significant differentiator lies in the fact that the products and services created and made available within its framework flow directly from and to the community itself. Therefore, it is not merely a commercial relationship between tourists and tourism enterprises, but rather a mechanism seeking a sustainable local development model utilizing tourism (Irving, 2009; Fabrino, 2013).

Another point emphasized in studies related to CBT concerns the need to value local knowledge and traditions. This is indeed one of the pillars of the philosophy guiding this tourism model (Araújo, 2015), as the community has a direct interest in preserving these resources to ensure the continuity of tourism activities. In this sense, it is essential to highlight that visitors have the opportunity to engage with local culture, learn from residents, participate in traditional activities, and contribute directly to the local economy.

Adopting strategies to consolidate a more participatory and integrative tourism environment in the community leads to various benefits, both direct and indirect. In this context, Fabrino (2013) highlights three main advantages that CBT often provides to traditional communities: (i) participatory management, evidenced by the community's involvement and active participation in all phases of the tourism implementation process; (ii) local empowerment, benefiting and strengthening communities through promoting local development, income generation, and improving residents' quality of life; and (iii) environmental and cultural preservation, avoiding the mischaracterization and predatory exploitation of local resources.

PARTICIPATORY MANAGEMENT

Since the Federal Constitution of 1988 (Brazil, 1988), the participation of organized social groups in participatory management of public policies has become increasingly evident, contributing to the redefinition of differences, conflicts, and the validity of disputed interests and rights (Medeiros, 2019). This redefinition is notable in various areas of urban and rural activities, where popular mobilization of organized groups fights for rights through associations and cooperatives, adopting principles such as cooperation, solidarity, equal participation, self-management, and production aimed at collective participation (Franz, Andreoli & Silva, 2021). This approach is related to the solidarity economy and seeks community participation in the preservation and valorization of natural, cultural, and human aspects, empowering the local population to have a voice and participate in decisions in their community.



Conceptually, Oliveira (2022) describes that the participatory management mechanism is closely related to a type of democratic public management that allows society to participate in controlling public administration. In this context, decentralization plays an important role for this management to be efficient, granting and recognizing local autonomy to manage services and strategies that address aspects of the local context and reality.

Soares (2019) emphasizes participatory management as a means to decentralize public management, allowing society to participate in decision-making and monitor the redistribution of powers. This form of participation involves social articulation among local actors, aiming to enhance living conditions and reconcile private and public interests, reflecting diverse social realities.

The studies by Franz, Andreoli & Silva (2021) and Medeiros (2019) also offer significant contributions to understanding participatory management. According to Franz, Andreoli & Silva (2021), the participation of Brazilian citizens in the management of public policies was institutionalized by the Federal Constitution of 1988, reflecting the desires of social collectivity. In turn, Medeiros (2019) analyzes the relationship between the solidarity economy and community experiences, highlighting the importance of the participation of the local population in seeking job creation, income, and transformation of the local economic reality through resources provided by the Public Authority.

Participatory management is integral to CBT, enabling the active involvement of local communities in decision-making, sharing responsibilities, and promoting transparency in benefit distribution. This process is directly related to decentralization and seeks to broaden opportunities for civil society participation, strengthening the sense of belonging and empowerment of the communities involved. The main objective of adopting this mechanism refers to the need to promote collective decisions, share responsibilities, and foster transparency and equity in the distribution of tourism benefits.

PARTICIPATORY MANAGEMENT IN CONSERVATION UNITS

Participatory management in Conservation Units (CUs) is an administration model that involves the active and collaborative participation of various stakeholders, such as local communities, non-governmental organizations, the private sector, and other relevant actors. Loureiro and Cunha (2008, 2016) understand that this approach



recognizes the importance of including local communities and other stakeholders in decision-making and the implementation of actions related to CU management. According to the authors, this model is essential for the success of biodiversity conservation.

This governance model ensures the active participation of local communities in decision-making related to the conservation and sustainable use of natural resources (Andrade & Lima, 2016). This participation is crucial to ensure that the interests of local communities are considered and that the benefits of sustainable development are distributed equitably. In this model, decisions related to CU management are made collaboratively, involving not only government authorities but also representatives of local communities (Lúcio, 2013).

In the context of sustainable development, participatory management is an important tool to promote a balance between biodiversity conservation and the sustainable use of natural resources (Lúcio, 2013). This is because the participation of local communities allows them to share their traditional knowledge about the area, as well as their interests and needs (Paiva & Araújo, 2013). For example, local communities can provide valuable information about the location of endangered species or traditional practices of sustainable natural resource management. This information can be used to develop management plans that are more effective in biodiversity conservation and the sustainable use of natural resources.

Thus, participatory management often incorporates environmental education programs to inform and empower local communities and other stakeholders about the importance of conservation, the goals of the Conservation Unit (CU), and sustainable practices. Its primary purpose is to ensure the effective conservation of biodiversity and ecosystems within the protected area, considering the needs and aspirations of local communities.

This approach often necessitates the development and implementation of public policies and legislation that support participatory management, recognizing and protecting the rights of local communities and promoting sustainability. The goal is to cultivate a more inclusive, equitable, and sustainable approach to nature conservation, recognizing the interconnectedness between human well-being and environmental preservation.

METHODOLOGY

To achieve the proposed objective, the study employed documentary research, also known as desk research, as the data collection method. This technique involves



collecting secondary data. In this study, documentary research was conducted through a bibliographic review of theses, dissertations, articles, and journals.

Bibliographic review represents a fundamental research technique, characterized by the analysis and synthesis of information previously published on a specific topic (Kauark et al., 2010; Polit, Beck & Hungler, 2017). Literature review plays a crucial role in allowing the researcher to identify and evaluate knowledge previously produced in earlier research. As highlighted by Kauark et al. (2010), a systematic review is planned to answer a specific question and employs explicit and systematic methods to identify, select, and critically evaluate studies, as well as to collect and analyze data from these studies included in the review.

The bibliographic review in this study aimed to identify and analyze the main aspects relevant to the theme of participatory management of conservation units (Minayo, 2012). Thus, various sources, including scientific articles, books, and other relevant publications, were explored and interpreted to build a comprehensive and well-founded understanding of the practices, challenges, and benefits associated with participatory management in environmental conservation contexts. This approach allowed the study to be contextualized in the current landscape of existing knowledge on the subject, contributing to substantiate and guide more specific and in-depth investigations that will be conducted throughout the research.

The study employed a systematic literature review method, following the three stages proposed by Clarke and Oxman (2001): planning, execution, and synthesis. In the planning stage, the scope of the review was defined, and relevant research categories for the theme were identified. This involved a literature survey to identify dissertations and articles related to the topic of interest. Subsequently, with the collected data and identified sources, the texts were read, and relevant information for the study was extracted. In the subsequent stage, the results of the review were organized according to the defined research categories. This organization followed a planned approach for each category, including the identification of trends, patterns, or gaps in the literature, as necessary.

To identify research sources, a search was conducted using the data identified in the search bar of the Google Scholar website. Selection criteria included studies in the Portuguese language, publications according to keywords: "gestão participativa" (participatory management), "turismo comunitário" (community tourism), "áreas protegidas" (protected areas), and exclusion of studies containing only abstracts. To ensure an understanding of participatory management and community-based tourism



in protected areas, an analysis of articles focused on legal doctrines addressing these themes was conducted. The analysis followed Bardin's criteria (2009), including the identification of addressed topics, the identification of main ideas and arguments presented, and the identification of relationships between ideas.

The result of the process included various documents, such as theses, dissertations, and articles associated with the theme of Community-Based Tourism and Participatory Management in different contexts. Table 2 presents a synthesis of the findings, where each row corresponds to a specific study, providing information on authorship (year), research theme, and adopted methodology.

Table 2

Results

Authorship (year)	Theme	Method used
Alexandre (2018)	(Re)invention of Community-Based Tourism in the Southern Coast of Sergipe: Tourism and Creative Economy as Links to Participatory Management.	Phenomenological Method
Barros & Leuzinger (2020)	Community-Based Tourism and the Challenges for its Implementation in Conservation Units.	Legal and Doctrinal Research.
Betti & Denardin (2013)	Community-Based Tourism in Conservation Units: Environmental Justice for Local Development.	Literature Review
Coelho (2012)	Outsourcing and Participation in the Management of State Conservation Units in Amazonas.	Primary Source and Field Study
Coutinho (2015)	Community Tourism and Social Participation in Conservation Units: Possibilities of Integration between Vila Velha State Park-PR and its Surrounding Region.	Documentary survey and field study.
Dias & Drummond (2008)	Participatory management in the Lake Pirituba Biological Reserve (Amapá)	Case study



Franz, Andreoli & Silva (2021)	Participatory management, governance practices, and sustainable development in small tourist cities.	Mixed, exploratory, and descriptive research.
Medeiros (2019)	Tourism and Solidarity Economy: Community Experiences and Development Process from the Perspective of the Collective Self in the Beaches of Batoque and Canto Verde – Ceará – Brazil.	Documentary research and field study
Mendonça & Talbot (2014)	Social Participation in the Management of Conservation Units: An Analysis of the Contribution of the Chico Mendes Institute.	Bibliographic Research
Oliveira (2022)	Democratic Participatory Management: Impasses, Achievements, and Challenges	Described qualitative study.
Silva & Maia (2011)	Local organization and participative management of tourism in conservation units: the challenging task of integration in Catimbau National Park (PE).	Literature and documentary review
Soares (2019)	Tourism and development in the municipality of Maragogi/AL: A look at the processes of social participation, democracy, and citizenship.	Survey and field study
Wanderley Filha, Mazzolini & Azevedo (2017)	Community Tourism and Participatory Management in the State Sustainable Development Reserve of Ponta do Tubarão (RN): Processes and Perspectives.	Literature and Documentary Review

Source: Developed by the authors (2024).

ANALYSIS AND DISCUSSION OF RESULTS

The research findings encompass a diverse range of topics related to Community-Based Tourism (CBT), including its reinvention in specific regions, the challenges of implementing it in conservation units, environmental justice for local development, and social participation in conservation unit management.

Barros & Leuzinger (2020) conceptualize CBT as a product of societal evolution, integrating tourism into new consumption patterns in the 21st century. The authors suggest that when local communities engage in tourism activities within their natural



environments, it can lead to new patterns of productivity and consumption. This approach not only conserves biodiversity and common heritage but also fosters economic, social, and cultural development for both tourists and local residents.

Silva and Maia (2011) emphasize the importance of complying with Brazilian environmental laws for CBT, particularly in areas with specific conservation statuses. They argue that CBT should not view nature as merely a component of a commercial system but as a backdrop for tourism activities. This perspective transforms nature into a platform for tourism, promoting economic, social, and cultural empowerment for tourists and local communities alike.

There is a consensus in the perceptions presented by Barros & Leuzinger (2020) and Silva & Maia (2011), converging on the understanding of the interaction between humans and nature, a contact that awakens a consciousness of fascination and protection in individuals' relationship with the natural environment. In this context, tourism activities become strengtheners of bonds through experiences that depend on nature, in which it is highlighted, and in which the natural scenery usually acts as a secondary agent.

Similarly, Coutinho's (2015) research highlights community-based tourism as a proactive model capable of diverting tourism from a business logic and integrating it into social relationships. This approach broadens the perspective of its usefulness and contexts, now considering the community scope, where the community plays a central role in the redefinition and appreciation of social, cultural, economic, and solidarity capabilities.

The analyzed authors also emphasized the particularity of CBT regarding the necessary infrastructure for its implementation. In this sense, for example, Coutinho (2015) and Barros & Leuzinger (2020) point out that CBT is a differentiated tourism practice that requires lower investments in infrastructure and the service sector. According to these authors, visits and hospitality can be understood and effective when there is a valuation of the local area, the diversity of values, and principles fostered in the conduct of the actors who promote and manage tourism.

From another theoretical perspective, Coelho (2012) differs from the other approaches analyzed so far by considering protected areas as instruments capable of realizing the interaction between humans and the environment. The author emphasizes that forms of using the natural environment tend to balance the impacts of human action on the environment and its resources, especially considering the increasing scarcity of these resources. The author also highlights that, in some locations, the perspective of



maintaining the natural environment for future generations is nonexistent. In these contexts, CBT can be perceived as a strategic shift to value and responsibly manage natural resources, as well as to adopt a new geopolitics of environmental development.

In the context of the new geopolitics of environmental development, it was noted that the consulted studies also highlighted CBT as one of the innovative strategies commonly implemented in already consolidated public policies. These, as observed, work with the aim of promoting differentiated dynamics of planning and management of the territories of protected areas. The core of this foundation lies in the appropriation of the territory through the environment, using valuation strategies of biological diversity and diverse approaches to manage them sustainably. In this sense, as suggested by Coelho (2012), propositions of participatory management practices in harmony with traditional populations and communities stand out, aiming, among other results, at economic efficiency and the utilization of nature as a business object.

Regarding the participatory management process for CBT, Barros & Leuzinger (2020) emphasized the crucial role of local residents as active participants in regional and local development through tourism activities. They highlighted that by engaging in management, local residents become empowered to take on roles beyond mere hosts. They transform into guides and providers of essential services, such as inns, restaurants, and hotel services, acquiring new skills to enhance the interaction of tourists with other communities and social groups.

The diversity of studies and methodologies reflects the multidisciplinary and comprehensive approach of the research, aiming to understand and analyze various aspects of community-based tourism and participatory management. The presented results provide an overview of the selected studies, offering valuable information for subsequent analyses and discussions.

A significant portion of the scientific literature dedicated to studying the effects of tourism has highlighted its significant role in the economic development of many regions worldwide. However, conventional tourism can lead to negative effects in various cases, such as cultural mischaracterization, exploitation of natural resources, and socioeconomic inequality.

In this context, Community-Based Tourism (CBT) and Participatory Management emerge as targeted alternatives aiming to strengthen local communities, preserve cultures, and promote equitable socioeconomic development. Linked to this, participation as a management strategy is a tool of great importance in the context of



environmental issues (Wanderley Filha, Mazzolini & Azevedo, 2017). Its conception has been allowed and ensured by art. 50 of the SNUC, establishing "[...] the effective participation of local populations in the creation, implementation, and management" of all protected areas (Brazil, 2000).

Regarding this aspect, both the studies by Wanderley Filha, Mazzolini, and Azevedo (2017) and the studies by Alexandre (2018) found that participatory management is a mechanism that tends to enable local traditional communities to participate in the processes and land use plans where their businesses and residences are located, especially in protected areas. These activities aim to plan, execute, and build public policies consistent with the reality of communities, considering their citizenship perspective and the reach of social rights. In his work, Coelho (2012) highlighted that new management policies for protected areas in Brazil, especially in the Amazon region, have, in the last decade, included the participation of new actors in the management process. This includes an emphasis on the participation of non-governmental organizations (NGOs) in public-private partnerships with states and municipalities. In this way, jointly and participatively, these entities can manage and coordinate the definition of standards for the use of these protected areas and their natural resources. These partnerships can be categorized through the term "outsourcing" in the management of these protected areas through co-management. This model implies the creation or invitation of an NGO to effectively manage these areas.

Dias and Drummond (2008) noted that the period from 1995 to 2005 marked the adoption of experiences and discussions about participatory management, leading to the implementation of the first practices in Brazilian federal protected areas. They advocated for a comprehensive, multidisciplinary participatory management model, with various organizations working together through local committees or councils in each region.

However, Alexandre (2018) argues that until 2017, there were serious difficulties for federal agencies to follow the adoption of participatory management models. In successful experiences, a robust local organization is highlighted, essential for effective participation in the management of protected areas and their surrounding areas. **Therefore**, partnerships with NGOs are formed when IBAMA (Brazilian Institute of Environment and Renewable Natural Resources) allows and recognizes the significance of the partners' work, illustrating a discrepancy in the evolution of a Brazilian participatory management model that considers the specificities of each locality.



According to Mendonça and Talbot (2014), despite discrepancies in the adoption of partnerships between NGOs and IBAMA, in another context, a series of restructuring is observed in the strategic planning of the Chico Mendes Institute (ICMBio). According to the authors, besides modernizing the management structure, it is enabling the implementation of participation in federal protected areas in Regional Coordinations (CRs). In these locations, tangible results of the decentralization of operational processes, where other entities can make decisions autonomously, contributing to the achievement of the institutional mission, are already visible.

In the context of modernization, participatory management practices are increasingly common in sustainable use areas within protected areas. These practices involve partnerships and are integrated into the management plans of each locality. Working alongside local management councils, these practices help shape management decisions within the protected areas. They also consider impacts on natural areas, the welfare of traditional populations, zoning of usage areas, and guidelines for the controlled use of natural resources in these protected areas (Coelho, 2012).

Outsourcing management is a process that involves direct partnership in the co-management of NGOs (Coelho, 2012). These organizations can implement biodiversity corridors, define strategic points of the locality's management plan, and adopt strategies for the tourist use of some of their facilities. It is also possible to establish guidelines for the controlled use of tourist activities (Wanderley Filha, Mazzolini & Azevedo, 2017; Alexandre, 2018; Coelho, 2012; Dias; Drummond, 2008).

In the context of Community-Based Tourism (CBT) in Protected Areas, studies emphasize the importance of collective and conscious participation for community-based tourism in these regions of Brazil. Barros & Leuzinger (2020), in presenting the definition of community-based tourism, emphasized that the services offered in these locations become effective when they can promote the participation of local residents. In the case of protected areas in the national territory, these residents can be called traditional communities, riparian communities, Amazonian communities, but, in general, they represent tourism and its practice within the internal context of protected areas.

Coelho (2012) highlights that the use of community-based tourism aims to promote an activity of minimal and controlled use of natural resources within protected areas. This preservation is a fundamental concept for the entire tourism and business sector involved in ecotourism activities. This includes the contemplation of scenic beauty, consideration of the social and economic relevance of ecological aspects, the provision of



spaces for scientific and educational research, as well as the promotion of tourists' contact with nature through ecotourism.

Both Coelho (2012) and Coutinho (2015) corroborate the assertion that the community tourism model facilitated the social inclusion of the traditional community and NGOs. Through organized collaboration, these agents can generate means of work and income in areas identified as potentially capable of attracting visitors, taking into account cultural potential, traditional knowledge, gastronomy, and natural beauty. Management becomes participatory with the active contribution of local residents in the protected area, who share their experiences, ways of life, and production methods, thus contributing to the conservation of natural resources, presented to the invited tourist.

The concept revolves around not exploiting the protected territory but rather mobilizing efforts to prevent local interests that promote the expansion of hotels and businesses not committed to nature preservation. Due to its protected area status, community tourism finds a conducive environment for its strategies outlined in the management plan to promote the visit of tourists interested in appreciating nature and having services at their disposal to help them understand how they can contribute to nature mobilization and conservation, even as visitors (Coutinho, 2015).

Coelho (2012), Betti, and Denardin (2013), along with Coutinho (2015), concur that outsourcing management through partnerships is a practical approach for protected areas in Brazil. This strategy not only promotes sustainable economic development and controlled use of protected natural areas but also elevates tourism to a level allowed by laws and public policies, allowing the use of nature and ensuring subsistence for traditional residents and enterprises participating in partnerships.

Outsourcing support services for public use through management tools allow local resident nuclei to organize and participate in management, aligning with the interests of NGOs, private entities providing tourist visitation organization services, and services that can guide the implementation of community-based tourism (Betti & Denardin, 2013).

Through outsourcing, the consolidation of community-based tourism in protected areas will occur through a model that is not limited only to profits and currency generation to fulfill neoliberal government policies. This model considers a conventional management approach, which can favor medium and large entrepreneurs or promote social inclusion and the valorization of populations in the activities of NGOs and companies that seek



to promote ecotourism in protected areas, aiming for service concessions (Betti & Denardin, 2013).

FINAL CONSIDERATIONS

Community-Based Tourism (CBT) in protected areas has been identified as a model that allows the community to have an active role in decisions that shape its own development, including the creation of forums, assemblies, and committees. In this tourism approach, community members have the opportunity to express their opinions, contribute ideas, and make collective decisions about tourism planning, policy definition, and resource allocation. This process strengthens the sense of belonging and empowers local residents, transforming them into active agents in building their own future.

Furthermore, it became evident that CBT is a tourism practice that prioritizes environmental preservation and conservation, organized and operationalized by traditional communities in a sustainable manner. However, studies also revealed that tourism activities in protected areas require greater effort among the involved parties and indicate the need for planning that goes beyond economic relations.

It is believed that the initially proposed objectives for this study were achieved. Through the literature review, it was possible to understand the approaches that define participatory management as democratic public management, involving society in controlling administration. Participation is conceived as the construction of plural paths through associations and cooperatives, adopting principles such as cooperation, solidarity, equal participation, self-management, and collective production.

Moreover, it was possible to analyze studies that, through various research and methodologies, demonstrated the contributions of participatory management to community-based tourism. These studies highlighted the specific nature of each locality as the main tourist attraction, economically promoted by the local community, usually composed of traditional residents who organize for economic, social, and cultural strengthening through tourism and existing natural resources for leisure and contemplation.

The review also allowed an analysis of the processes of participatory management for community-based tourism, highlighting the appropriation of territory through the environment. Valuative strategies of biological diversity and different ways of managing sustainably were presented, proposing participatory management practices in harmony



between populations and traditional communities. These, among other results, at economic efficiency and the use of nature as a business object, adapting to "environmentally friendly" standards.

In summary, CBT can be successfully promoted and economically managed by the local community within protected areas. These communities, consisting of traditional residents, organize to strengthen their economic, social, and cultural well-being. They do so by employing strategies that value biological diversity and sustainable management practices, ultimately using nature as a sustainable business asset.

In conclusion, Community-Based Tourism can be promoted and economically managed by the local community within the protected area, composed of traditional residents who organize for economic, social, and cultural strengthening, through valuative strategies of biological diversity and different ways of managing sustainably, aiming, among other results, at using nature as a business object.

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