

# Community participation in the formulation of tourism public policy: systematizing your legitimizing process

## Participación comunitaria en la formulación de política pública turística: sistematizando su proceso legitimador

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### Abstract

The participation and empowerment of the community in the formation of public policies are little studied, however, the need for State-society integration in Latin America for local development is becoming more valid every day. In this context, the objective of this study is to systematize the process of socio-community intervention towards the formulation of public policies in the field of tourism, as a legitimizing process of socialization between the government, community, and institutions. Methodologically, qualitative research is developed, of interpretative cut, phenomenological method, using a design of systematization of the works in social processes, which allows appropriating the learnings of the experiences lived and share them, in this case, through social management for sustainable tourism in the municipality of Usiacurí (Colombia). The product is the infographic systematization of a process that closes gaps in terms of community empowerment and its link with social development through the formation of public policy, highlighting its contribution to the social sciences through the analysis of behavior, situations, and circumstances of each phase for the legitimization of the participation and decision-making of the community and the State. Concluding that, the active and collaborative participation of the organized community and the State in the formation of public policy favors its legitimization in front of society and this fact shows that management is not neutral.

**Keywords:** Local development; tourism management; community participation; public policies; legitimizing process

### Resumen

La participación y empoderamiento de la comunidad en materia de formación de políticas públicas es poco estudiada, sin embargo, cobra cada día más vigencia la necesidad de integración Estado-sociedad en Latinoamérica para el desarrollo local. En este contexto, el objetivo de este estudio es sistematizar el proceso de intervención socio comunitaria hacia la formulación de políticas públicas en el ámbito del turismo, como proceso legitimador de la socialización entre lo gubernamental, comunitario e institucional. Metodológicamente se desarrolla una investigación cualitativa, de corte interpretativo, método fenomenológico, empleando un diseño de sistematización propio de los trabajos en procesos sociales, que permite apropiarse de los aprendizajes de las experiencias vividas y compartirlos, en este caso, mediante gestión social para un turismo sostenible en el municipio Usiacurí (Colombia). El producto es la sistematización infográfica de un proceso que cierra brechas en cuanto al empoderamiento comunitario y su vinculación con el desarrollo social a través de la formación de política pública, destacando su aporte a las ciencias sociales a través del análisis del comportamiento, situaciones y circunstancias de cada fase, para la legitimación de la participación y toma de decisiones de la comunidad y del Estado. Concluyendo que, la participación activa y colaborativa de la comunidad organizada y del Estado en la formación de política pública favorece su legitimación frente a la sociedad y este hecho da cuenta que la gestión no es neutra.

**Palabras clave:** Desarrollo local; gestión turística; participación comunitaria; políticas públicas; proceso legitimador

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## INTRODUCTION

Local and political development are terms compatible with the integrative concept of economic growth, sustainability, leading participation, and democracy in the territories of much of Latin America. However, the linking of all its meaning takes on value only in the best version of its practice, to achieve legitimacy and durability in the time or the activities of the State within its different governmental periods.

From this, the political culture emerges which, developed in an active democracy through levels of popular, communal, governmental, and institutional action, involves a diversity of social actors, which, consequently; at least from the intentionality of formal politics pursue the construction of socio-political scenarios for the improvement of the quality of life. However, the reality is that there are still important gaps to establish a political culture seen from citizen participation integrated with the actions of the state, without detracting from some progress in this regard.

In this context, [Díaz \(2017\)](#) states that citizen participation has been linked to innovation processes in the management of public policies and also to a better provision of public services. The voice of the people to promote social policies is increasingly heard and according to legal documents has greater decision-making power; however, for some entities, this is only a desk political strategy and the necessary importance is not given to the opinions or proposals of the community to try to give solutions to their problems and advocate for a common good, or at best, participation concludes at the stage of prior popular consultation, within the complete cycle of the process of design and implementation of public policies ([Maggiolo & Perozo, 2007](#); [Márquez, 2017](#); [Valencia-Perafan et al., 2020](#); [Zarembeg & Muñoz, 2012](#); [Palomino & López, 2019](#)).

Especially in Colombia, entire regions have seen the voices of their inhabitants silenced by the effect of the social violence experienced for a long time at the hands of the armed conflict ([George, López & Hernández, 2018](#); [Hernández, Chumaceiro, Ziritt & Acurero, 2019](#)).

However, the rescue and practice of the mechanisms of community participation that exist in Colombian laws are still viable, referring to places where the effort to achieve local development together with actors from various areas has been a successful reality. Such is the case of the Usiacurí municipality where the community has been organized in such a way that a socioeconomic dynamic is maintained in line with democratic and protagonistic participation that has allowed them to improve the quality of life of their community in general.

In this context, the research team has been part of the actors in the process of developing public policy in tourism built with and for the community; traveling several paths and phases that account for joint and collaborative work, resulting in several regulatory and legal products; one of which was the proposal of Formulation of the management system for sustainability as a tourist destination in Usiacurí, Colombia. The whole process built to account for the reality of the municipality was impregnated with unprecedented experiences that led to the fact that today it is possible to systematize both the processes in their different phases and their results, in terms of the citizen participation deployed and their social and political empowerment to manage the sustainability of the tourist destination jointly with the State.

Experimenting with these achievements allows us to discuss the importance of systematizing each step and goal achieved by the triad of actors in cohesion, so the objective of this article is based on systematizing the process of socio-community intervention toward the generation of public policies in the field of tourism, as a legitimizing process of socialization among state, community, and institution.

This research is significant for the fact that the summary of actions outlines the steps after having carried out the entire process, thus allowing the evaluative review of a planned route in a flexible way that could be modified on the fly, through participatory critical analysis; which is why the product to be obtained adopts a feasible and reliable vision, proven in its practicality and veracity.

Consequently, the article is sectioned in a first approach to the subject of the study presented in this introduction, together with the research objective; followed by the methodological identification, the theoretical reference of great support for the critical interpretation of the data and information collected through the dynamics of the social actors in their roles, as well as the schematized results translated into the process infographic and the development of its explanation, to culminate with the final considerations of the case.

## METHODOLOGY

The methodology used in the development of this qualitative research corresponds to the interpretative comprehensive paradigm of social phenomena under a hermeneutic approach, using the design of systematization of scientific results; because it is the product of reflection on the experiences lived in social intervention in the search for meanings and signifiers (Ñaupas, Mejía, Novoa & Villagómez, 2014; Ruiz, 2009).

The research technique addressed in this study was participant observation together with the field diary record since the research team was part of the social management in Usiacurí as a phenomenon and observed environment (Cerdeña, 1993). While the research design represented in the procedural path corresponds to the systematization of scientific results.

In this regard, there are various conceptual considerations of the methodology of systematization according to the authors and the main scenarios where it is developed, pedagogy being part of its origin. Indeed, Cortón (as cited in Alba, Lemes & Colón, 2021) refers that systematization can be recognized as a theoretical method, process, design or investigative modality. However, the most important thing is that every day it is becoming more important as a new epistemological field. In this sense, this study ventures in an unprecedented way into the political and ideological field trying to legitimize processes of socio-community participation in matters of generation of public policies, ordering and reconstructing the experiences lived in social management.

The procedural path of the study is based on exploratory, descriptive and explanatory research that included fieldwork, content analysis in legal documents, participation in activities, and product generation among the social actors of tourism in Usiacurí, Colombia. From this perspective, the steps followed in the process and reconstructed through reflection, ordering and explanation are systematized (Alba et al., 2021; Ramos, 2020).

The path is traveled in the five phases proposed by Jara (2012) for a design plan for the systematization of scientific results or systematization of experiences:

1. *Narrative of the Starting Point*, equivalent to having lived the experience and taken notes in the work diary, as a qualitative tool.
2. *Initial questions*, tending to answer what experience you want to systematize, for what, and what are the critical knots of that experience that you want to highlight in an orderly manner. In this context, the objective of the systematization is defined, exposing the purpose and its usefulness. In addition, it is delimited in certain aspects of experience, time, and space. Finally, the axes of the systematization are specified, giving title to the most significant phases and aspects.
3. *Recovery of the lived process*, where what happened is reconstructed in an orderly manner, classifying the information and identifying the phases of the process.
4. *The background reflection corresponds to the interpretation through the analysis*, synthesis, relationships, and contradictions of the discourse and behavior of the actors involved and the process itself, in the search for the understanding of the key factors and the logic of the experience.
5. *The points of arrival coincide with the formulation of conclusions and the communication of the results*, which, in this case, allows the design of an explanatory infographic derived from the process of analysis, interpretation, and reflection to take advantage of the scientific results to become a legitimate reference of community participation in socio-political affairs of the region for a specific socio-productive sector.

## THEORETICAL REFERENCE

The theoretical reasons that guide the research are developed through conceptualizations regarding the dimensions studied and confronted in the context of the social representations of the actors and the attributions that emerge from them with new leaderships of leading action in terms of public policies and local economic perspectives of sustainability in the tourism sector.

### *Political culture in the community*

The study and analysis of various concepts and perspectives of political culture from the point of view of the community allow us to consider in the light of the objectives of this study; that this may be closely linked to citizen participation and local development due to the large interest of the social benefits derived. However, the in-depth study of the community, social actors, context, participation, and public policies as key terms of an active political culture, on which this research revolves, is transcendental.

These reflections are based on the postulates of several creative authors and other scholars on the subject (Almond & Verba, 2012; González, 2012; Pye, 1997) who define political culture through elements such as orientations and attitudes towards the political system, political values, and perceptions or as the reciprocal connection between the characteristics of the system and the individual experiences of the members of the community. Consequently, like any culture, it corresponds to a constructive process of positions, oppositions, contradictions, and agreements; in this particular, it is structured according to the beliefs and dominance of the citizens of the political arena, as well as their behavior based on values typical of their idiosyncrasies.

In this direction of the concept of political culture, Eufrazio (2017) concentrates and analyzes the ideology of accredited authors, among which are Frederic and Soprano (2005, p. 109) to point out that, in all this process to allow the rooting of such culture, it is about apprehend the multiplicity, development, and

dynamics of the political dimension from concrete scenarios and actors. Likewise, this can be worked between scales and levels to leave room for the variability of perspectives on how politics is seen, perceived, represented, and/or practiced, which will call into question the assumption of an impregnable general political behavior.

The above statement serves as a basis for the position of the authors of this research when selecting and comparing the diversity of conceptualizations to reach an intrinsic path where the consideration of the context where this study is developed, the social actors, the Caribbean culture, tourism, and economic sustainability and the attitude of the political system itself to recognize in this scenario, to a political culture in the community, which not only evaluates the behavior of government entities but is empowered by processes to participate and grow as a sustainable society through collaboration mechanisms that can reach the efficient generation of public policies in the attempt to improve the quality of life in their community environment.

### *Generation of Public Policies*

When talking about public policy, it is necessary to specify that, due to its semantic difficulty, there is a great variety of conceptions, definitions, and meanings around it, and that depending on the different perspectives and paradigms from which each one is built, the understanding of these is materialized in the context that they are applied (Ziritt, 2016; Aguilar, 1994; Álvarez, 1992; Roth, 2002).

The cultural logic of public policies referenced in this research is linked to concepts and approaches structured under the critical approach of Wildavsky (as cited in Orzuela, 2001) where cultural and symbolic hegemony, as well as power relations, the structure of resources and the social distribution of winners and losers, are key elements that are bet on the forefront to give solution and adjust them in positive in the process of generating such policies.



In this sense, it is required in any process of formation of public policy to specify its scope, according to the positions of the aforementioned authors for some, public policies constitute only courses of action for the objectives they pursue, for others, they are processes and for a few, they represent as many actions as processes since a dialogical process is generated in their elaboration from of the relations between the State and organized society.

From this meaning, in this work the latter is assumed, given that a public policy only from the role of the actions of the objectives can remain in the mere aspiration and what is intended is the generation of it as a concrete fact that facilitates the local development of a territory. According to [Álvarez \(1992, p. 17\)](#), it is convenient to have a broad vision in the face of the fact of elaborating politics, so he warns that in situations in which policies are formulated, it operates with great uncertainty and in strategic interaction, not always explicit, with social groups of variable power; and that product of these two situations present in its configuration the policy formulated is rarely the policy that will be implemented. It is therefore more appropriate to use the term “policy formation” to refer to the process as a whole.

In this sense, the generation of public policies from the perspective of this approach lists steps of systematic and progressive ordering that go from the definition of problems to decision-making, geared through the search for social management more consonant with the type of public policy to be treated. All this, agrees in each phase, with the legal diagram of variables of comparative law ([Perdomo, 1996](#)) where the problem starts from its historical evolution, scientific bases, doctrine, generalities, norms, and techniques of jurisprudential interpretation; in an elementary work of socio-political interactions. In this way, the theoretical orientation of this study is formed in an unprecedented way taking into account the context in which the bibliographic review and analysis are made.

In the case of Colombia, [Hernández et al. \(2019\)](#) describe the backgrounds of public policies to develop a culture of peace, expressing:



Todo este sumario de confrontación y de acuerdos de paz han marcado el tejido social de la cultura democrática colombiana, permeando los imaginarios colectivos a través de socializaciones y resocializaciones políticas en torno a la convivencia pacífica, lo cual ha determinado redefiniciones de las relaciones del Estado con la sociedad en general, a través de diferentes políticas públicas auspiciadas desde la perspectiva de cada gobierno para la construcción de la paz social. [The entire summary of confrontation and peace agreements have marked the social fabric of Colombian democratic culture, permeating the collective imaginaries through socialization and political resocializations around peaceful coexistence, which has determined redefinitions of the relations of the State with society in general, through different public policies sponsored from the perspective of each government for the construction of social peace] (p. 615).

Through these reflections it is understood that the political culture is being built and redirected in the interactions of social actors, whose purpose allows their insertion in social management that leads to the generation of public policies; however, to reach this incursion requires the resocialization referred to by the aforementioned authors, amid dynamics and discourses conducive to the adoption of positions and actions. This is because according to [Díaz \(2017\)](#), in repeated circumstances he points out that, “la participación puede verse como un elemento disruptivo, como un discurso poco realista, puede jugar un rol protector del ciudadano frente al gobierno o adquirir una función central en la toma de decisiones públicas” [participation can be seen as a disruptive element, as an unrealistic discourse, it can play a protective role of the citizen against the government or acquire a central function in public decision-making] (p. 344), highlighting the need for citizens to understand that, in the political arena the different interests are strained, knots of power, which put a brake on both participation and management, so the full awareness of the actors is required to generate a new political culture of participation. In this vein, [Hernández \(2007, p. 553\)](#) points out that a citizen from his role in public management, seeks his social commitment to formulate and implement social policies consistent with the realities of the context; define medium- and long-term objectives to articulate with

wide-ranging programs and operate with various actors involved in public work, ... These actors include the ordinary citizen, who must be strongly involved in public activities, but as long as he is recognized with the fullness of his rights and duties, by being included in the definition and resolution of the problems that are of his interest, individual and community.

From another point of view, [Orzuela \(2001\)](#) but in strict correspondence with what [Hernández \(2007\)](#) proposed summarizes the process of generating public policies, distinguishing the types of actors that participate in it and the methodological phases. In the case of the actors, it refers that these can be individual and collective; starting firstly with official, governmental, or legal bodies and secondly, non-official bodies constituted by groups, movements, or individuals of social power, including the community and knowledge-producing institutions.

Assuming this conception, in this work, it is assumed that the phases would be developed in three moments starting from the identification of the problem, which is a concrete way that must be identified within the public agenda; then the presentation of possible alternative solutions and the adoption of the most pertinent, and finally, the action; which in any case constitutes the beginning of another systemic process of legitimation and real practice, which response to the implementation phase.

*Socio-Community political participation in sustainable tourism for local development*

Each of the approaches previously considered in the theoretical reference on culture and the process of generating public policies is contextualized in this section, taking into account the field in which the research is developed. In this sense, it is pertinent to highlight the qualities of the tourist destination of the Usiacurí Municipality, in Colombia, “privilegiado con potencial atractivo turístico, propicio para el desarrollo del turismo el cual ha sido considerado como cimiento de impulso socioeconómico regional o territorial, contando con el apoyo de la gestión pública” [privileged with a potential tourist

attraction, conducive to the development of tourism which has been considered as a foundation of regional or territorial socioeconomic impulse, with the support of public management] (Ziritt, Moreno & Campechano-Escalona, 2020, p. 322).

In this context, research is not only conducive to emphasizing unrestricted government support, but also to the political culture of profit evidenced in the territory, as demonstrated by Moreno, Ziritt and Silva (2020) in their research in the tourism sector of Usiacurí and local development that pursues a sustainable economy for the common welfare of its inhabitants; and in which empirical evidence shows that the reflection of the perception in terms of citizen participation is more than 78%, as is the assessment in the decision-making process of the issues that enter the discussion agenda to improve tourism services and products by 82%; leaving clear evidence of the social empowerment of the Usiacureña community in the face of its role in the construction of its local development.

From this point of view, the management detached from the State from its apparatus to legitimize itself is also revealed, since its management has favored and propitiated the active participation of the community, which reveals an imprint worthy of analysis in another investigation, since historically this role of the State of promoting the legitimate participation of society in the process of preparing development plans, it has been subordinated to paper or pre-election speeches.

In this sense, local development seen from this perspective of the formulation of public policies, on a variety of occasions has been significantly studied from the perspective of the weakness of municipalities, especially in Latin America; this is stated by Arocena (2002, p. 96) when referring that this is a very common characteristic since, in terms of public management, the municipalities of the region are generally weak in means and resources provided by the central administration, in addition, the author mentions the lack of incidence in the life of the community, and with it, the little possibility of taking into account their opinions and participation in management.

The previous approach is analyzed from different topics and is recurrent when it comes to attributing the scarce leading role of the communities in their local development, to the clientelism that is generated from power relations; and this is corroborated when authors such as [Cruz and Mballa \(2017, p. 8\)](#), study the clientelist democracies of a convulsed latin american society, to determine the current situation of citizen participation in public policies in the region, evidencing the changes that have arisen in these countries through new mechanisms of participation that allow the development of democratization and the inclusion of the community in the construction processes of social public policies, according to the evolution of society in general, local governments, participatory budgets, and social movements, in particular, in a rethinking of communities and their interactive role in new spaces of socio-political action.

This reality is still latent, the important thing is to understand that the protagonism of empowered communities minimizes the negative impact produced by non-participation in their development process; as well as the exclusion of this by the State apparatus in its process of formulating public policies, increases its lack of legitimacy in front of society.

## RESULTS-DISCUSSION

The construction of the theoretical reference in a way directed towards the context of the study served as a manifest analysis of the axiomatic points leading to achieving the research objective to systematize the steps of a socio-community intervention toward the generation of public policies in the field of tourism, as a legitimizing process of socialization among the governmental, community and institutional.

In this way, the bibliographic analysis is linked to the use of the participant observation technique and the registration of the field diary to develop the design of systematization of scientific results, explaining each of its phases, designing an infographic description under the scheme of the processes of empowerment of the community as social actors direct beneficiaries of public policies, in joint action

with the State and public and private institutions directly or indirectly related to the tourism system.

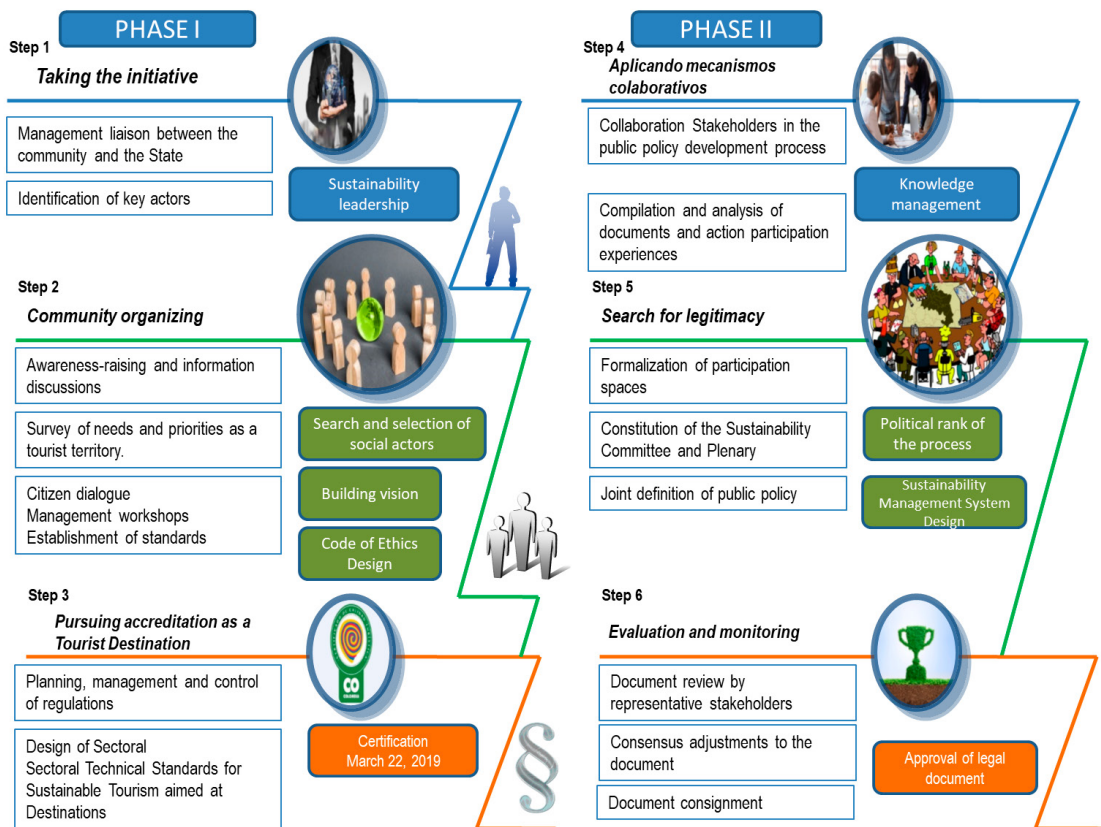
In this sense, each paragraph of the procedural path of the design according to [Jara \(2012\)](#) is fulfilled, in correspondence to the concrete experience.

TABLE 1.  
*Systematization of the process experienced in the generation of public policies.*

Step	Systematization	Experience
1	Starting Point Narrative.	<ul style="list-style-type: none"> <li>• The systematization work begins once the experience is over, organizing the field notes.</li> </ul>
2	Initial questions.	<ul style="list-style-type: none"> <li>• What were the steps followed in the process of generating public policies for the management of sustainability as a tourist destination in Usiacurí, from the perspective of community participation?</li> <li>• How can this systematization be used in the cycle of improvement of public policies and the sustainability management system?</li> </ul>
3	Recovery of the lived process.	<ul style="list-style-type: none"> <li>• Reconstruction of the experience through an infographic.</li> </ul>
4	Background reflection.	<ul style="list-style-type: none"> <li>• Explanation and reflective analysis of the infographic.</li> </ul>
5	Arrival points.	<ul style="list-style-type: none"> <li>• In the process, 4 points of arrival were presented: 1) Participatory organization of the community 2) design of code of ethics, 3) decree as a tourist destination 3) sustainability management system.</li> </ul>

Note: Own elaboration.

Consequently, the results of this methodology of systematization through an interpretative approach, allow designing the infographic of systematization and the steps followed in the generation of public policies through social management, through which, the trajectory initiated by the municipality is described under the objective of developing strategies for the fulfillment of the commitments acquired in terms of preserving the environment, the socio-cultural aspects and the development of the economy of the municipality from the tourist ecosystem.



**Figure 1.** Steps from a socio-community intervention towards the generation of public policies in the field of tourism.

Source: Own elaboration.

The reflective analysis of the systematization of experiences is summarized in two (II) phases, the first where the sustainability leader representing criteria of the government-municipality works on the first approach to the community in terms of its participation in public policies. On the other hand, phase II represents the moment where the scientific environment becomes part of the knowledge management thrown by the community and the other social actors involved with the tourism sector.

Phase I begins in step 1 called ‘Taking the initiative’ by the Sustainability Leader as a management link between the community and the State, identifying the fundamental actors. It constitutes an individual step, but with the support of the State. It is imperative to note that, at this point, two facts of great relevance are revealed in this study the political arena and the process of public policy formation.



The first: the community is recognized as an agent of development based on its tourism potentialities, and the second: the State apparatus is legitimized by understanding this reality and appointing a sustainability leader with the acceptance of the community. While in step 2 it corresponds to the collective, to ‘organize the community through awareness and informal conversations. The identification of the actors in the first step will give access to the organization of the community through the articulation of roles, capacities, power, and action; according to the dynamics and discourse of each type of social actor. In this space, the first point of arrival or first goal is met, represented in the achievement of an organized community and empowered with local development.

Likewise, in this step, a vision is built with the purposes that lead them to interrelate, for which the survey of needs and priorities as a tourist territory is carried out, through citizen dialogue, management workshops to establish rules of action, until complying with the second point of arrival: the design of the code of ethics.

Step 3, identified with the label ‘pursuing accreditation as a tourist destination’ corresponds to the regulatory step, where the planning, management, and control of regulations are developed. In this step, the sectoral technical standards for sustainable tourism aimed at destinations are designed, with the participation of the government, municipality, sustainability leader, organized community, public and private representatives, tour operators, and academia, among others, under the parameters of the Colombian Institute of Technical Standards and Certification-[ICONTEC \(2014\)](#).

Phase II begins with step 4 in the application of collaborative mechanisms in the management of knowledge between the government, community, and institutions; where the academy has outstanding participation as a collaborator in the process for the elaboration of public policies based on the consolidation and participation of the community. It is one of the processes of systematization in itself of great significance, in terms of the collection and analysis of documents and experiences of participation action.



Step 5 becomes the ‘search for legitimacy’ to give political rank to the process, following actions that allow the formalization of spaces for participation, the constitution of the sustainability committee and Plenary, so that the discussion, clarification, and adjustments by the different actors selected from the community for the joint definition of public policy is finally achieved, translated into the Design of the Management System for Sustainability as a Tourist Destination.

Finally, in step 6 the ‘evaluation and monitoring’ is considered where the proposal is reviewed by all the representative actors, the consensual adjustments are made and consequently, it is recorded in the search for its elevation to the municipal agreement and final approval. This step is the bridge to another systemic process by achieving the approval of public policy where the spaces of organization and management are again linked in the practice of the precepts.

The generation of public policies through the participation of an empowered, organized, and socio-politically and economically trained community, is committed to a legitimizing process full of commitment and social control. In contrast to the dilemma presented by [Díaz \(2017\)](#) on the bifurcation between the construction of closed public policies, which should be rationally designed by specific professionals according to their technicality, and on the other hand, open public policies since they are designed under the sensitivity of the daily life of the community thinking about their needs, but not in the efficiency of public policy.

Consequently, the process presented in this experience had the technicality of each case, the management of knowledge in effective accompaniments, and the vision of the community from real perspectives, which gives it efficiency and impact, so it is the object of study.

Having a road guide is both an element of benefit for the municipality in terms of tourism, as well as for other sectors and regions that allows them to identify each step and the neuralgic points of control; to give viability, continuity, and monitoring to each of the processes and thus be able to make continuous improvement permanently.

## CONCLUSIONS

In short, it has been taken as a final consideration, to expand the answer to the second question of the systematization design, to distinguish How can this systematization be used in the cycle of improvement of public policies and the sustainability management system? In this sense, the analysis of the process presented in each of the steps discussed in the infographic becomes a priority to know and remember everything that has been done, know where they are, what is expected, and what has been done to improve the processes already carried out, in such a way, that it can be monitored and given sustainability through that public policy.

In the systematization of the lived experience, it was shown that not everything is consensus in the process, however, seeing reflected each of the steps that had to be taken to achieve the points of arrival, is transcendental to recognize the entire route and maintain the interaction between all the social actors associated with tourism, between society and nature; for the sake of local development through a solidarity economy, collaborative and sustainable.

Likewise, it was evidenced that the participation of the community when it has been properly organized departs from the traditional schemes of conflict and protest to intervene in a decision-making manner together with government entities; thus highlighting the importance of the mobilization and action of the popular bases in socio-economic issues that allow them to get involved in the progress of their region and the improvement of their quality of life.

Under this, the arguments of interpretation developed in the research, allow us to conclude that the generation of rules, regulations, and laws that concern the sector through the direct action of the same beneficiaries, constitutes an interesting reference for governments in their most democratic form, to promote the calls for the protagonist participation of their citizens and the competent collaboration for a legitimized social management.

Which, moreover, is necessary to achieve the common good, the growth of the economy, and the involvement of a society that legitimizes through collaborative mechanisms, the practice of public

policies in their formation process, understanding this, as a continuous process that involves the formulation and implementation of public policy. . The active participation of the organized community in the agenda of public policy through all its phases allows, on the one hand, to legitimize, on the one hand, the community from the commitment to its development for the improvement of its quality of life, and on the other, the State from the management that deploys in this process through its apparatus, that in this case, it is the Mayor's Office; demonstrating from this process, that management is not neutral, when there is full participation of the organized community in the process of collaboratively building its local development.

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