

Community-Based Tourism Village Governance: a Case Study

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Abstract

The community took the initiative to develop a tourism village based on nature, society, and culture. This study aims to determine the role of stakeholders and the benefits felt by the community. A case study research has been conducted in the tourist village of Kelor in Sleman, Yogyakarta. Data collection techniques used in-depth interviews and focus group discussions involving all stakeholders and the surrounding community. The results of this study indicate that the tourist village is managed by a management team appointed by deliberation. The government provides training and assistance in the management of tourist villages. The company is also involved in CSR activities. Meanwhile, universities also provide assistance in developing tourism villages. The community feels the economic benefits of the tourist village in the form of employment and additional family income.

Keywords: Community Based Tourism, Tourism Village, Stakeholder.



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I. INTRODUCTION

The desire of tourists has shifted from natural tourism to cultural tourism (López-Guzmán et al., 2011). Tourists seek new experiences by visiting tours that focus on the specific customs, history, ethics, and culture of the destination. The community seizes this opportunity by establishing a tourist village that is able to provide a unique experience for tourists.

The local community has limitations in managing and developing tourist villages, so that several tourist villages have failed. The management of a tourism village requires the role of other stakeholders, such as the government, companies, banks, professional associations, and universities. This study aims to determine: 1) the involvement of local communities and other stakeholders; 2) the degree of control that local people have over tourism; 3) the Economic impacts of tourism villages on local communities. We analyze the extent to which community-based tourism in tourist villages is able to produce economic resources in addition to other economic resources. The case study was conducted at the Kelor Tourism Village in Turi sub-district, Sleman Regency, Yogyakarta Special Region, Indonesia. Kelor tourism village is considered capable of developing community-based tourism so that it can be an example for the development of other tourism villages.

II. LITERATURE REVIEW

II.1. Community-Based Tourism

Community-Based Tourism (CBT) is based on the creation of tourism products characterized by community participation in their development (López-Guzmán et al., 2011). Mass tourism that occurs in developing countries has a negative effect, namely decreasing the quality of the environment to the detriment of local communities. CBT offers another model of tourism by involving local people in order to achieve better conditions. Infrastructure, education, health, and the environment are integrated with the hotel, culinary, and other tourism services so as to present sustainable development projects created by the community and encourage good interaction between local people and visitors (Cioce et al., 2007). The World Tourism Organization (2002) supports CBT because it aims at empowerment and community ownership, social and economic development, preservation of natural and cultural resources while simultaneously providing visitors with a high-quality experience.

Sustainable tourism developed in certain geographic areas can be a fundamental tool in economic development and poverty reduction in certain regions (WTO, 2002). The goal of CBT is to provide an interesting experience for tourists while providing additional income for local communities without destroying the natural, social, and cultural environment. The establishment of the CBT creates job opportunities for the surrounding community by selling local products and offering tourism services, such as lodging, car rental, tour guides, and others. The main benefits of community tourism are the direct economic impact on families, improved socioeconomic conditions, and sustainable diversification of lifestyles (Manyara and Jones, 2007; Rastegar, 2010). Thus, CBT is a tool that can be used to reduce poverty, especially in rural areas.

Tourism village is a form of CBT that develops in rural areas. Nyaupane et al. (2006) emphasize two important aspects of CBT governance. First, the level of involvement of local communities and the level of control they have over-tourism. Second, the number and types of tourists. In CBT, the engagement between tourists and local communities is much more intense than the case in general (Zorn and Farthing, 2007). Tourist village managers offer lodging in local residents' houses. Tourists can interact directly with local residents to get a unique experience. Tourists enjoy the traditions and culture of the surrounding community, such as arts, agriculture, animal husbandry, and other activities.

The involvement of the local community is not only a tourist attraction but is also involved in the planning and development process of a tourism village. Briedenhann and Wickens (2004) explain the reasons why the community as a whole participates in the development of the area as a tourist destination. First, tourism perceptions are based on evaluations of local community attitudes (including environment, infrastructure, and events). If the community is not involved, tourists will be disappointed because the community is not willing to serve tourists well. Second, the model of people's participation in local communities exerts a strong influence on the tourist experience. One of the interesting experiences for tourists is the collaboration between elements of society to form a tourist village. Third, tourism planning affects the community as a whole. Tourism village governance requires policy coordination, avoiding conflicts between different tourism actors, synergies based on knowledge exchange, and collaboration among community members (Kibicho, 2008). Therefore, all elements of the community are involved in the management of the tourism village.

Planning the capacity of the number of tourists must be the concern of tourism village managers. A large number of tourists provides greater financial benefits. However, the number of tourists who

exceed the capacity has several adverse impacts on local communities (Teye et al., 2002). A large number of tourists have the risk that the local culture will fade. In addition, natural resources can be polluted, reducing the attractiveness of tourism and threatening the lives of local communities. Tourism can change (or even destroy) local culture if it is treated like tourism in general and only aims for regional development (Dyer et al., 2003).

Generally, tourism village managers do not have a tourism education background. Nyaupane et al. (2006) revealed the limitations faced by local communities when implementing tourism projects are as follows: lack of financial resources, Infrastructure, or knowledge; limited cultural types; and potential conflicts of interest. Constructive collaboration between stakeholders is needed in order to minimize limitations. Kibicho (2008) describes the important factors in the implementation of CBT as follows: stakeholder involvement, evaluation of individual and collective benefits, setting goals, and analyzing decisions to be carried out. The government assists the management of tourism villages in order to improve their managerial skills and technical aspects. Bringas and Israel (2004) recommend that policymakers at the local government level undertake three activities: first, training local people and raising awareness; second, infrastructure and equipment; and third, tourism promotion.

II.2. Stakeholder Theory

Relevant stakeholder theory is used to analyze the roles of tourism village stakeholders. Stakeholder theory emphasizes an organization can handle its responsibilities and survive if it acts according to the demands of all stakeholders (Freeman, 1984). All tourism stakeholders must be involved in evaluating tourism to ensure the sustainability of tourist destinations (Daub and Ergenzinger, 2005). Based on this theory, it shows that tourism objects that are managed by involving all stakeholders will be more advanced and able to survive.

UNEP and UNWTO (2005) emphasize that tourism stakeholders include the government, surrounding communities, business people, and tourists. Community-based tourism places people represented by groups of people stuck in managing a tourist destination. The benefits of tourist destinations also provide benefits to the local community and do not violate the norms that are believed by the community. Thus planning, implementation, evaluation, and development must always involve the community so that a destination will continue to exist and develop.

The results of the research by Iniesta-Bonillo et al. (2016) and Utomo et al. (2018) show that tourism that is friendly to the surrounding environment (natural environment, culture, surrounding communities) will get a positive response from tourists. Tourists are one of the interest groups that influence the future of the destination. Thus, to preserve tourism objects, managers need to implement various accommodating interests in society.

Tourism research from the perspective of local residents has been carried out by Mathew and Sreejesh (2017), and Hussain et al. (2015) show that local residents have an important role in maintaining the sustainability of tourist destinations. Meanwhile, research on tourist destinations from an institutional point of view was carried out by Kennett-Hensel (2009). The results of their research indicate that the role of the agency that deals with tourism destination management must be clear so as not to create confusion in handling. Ya'nezYa'nez & Sevilla (2010) and Sijlbing (2010) examined tourism management based on the recreational facilities provided. This is inseparable from the technology used in serving visitors. Finally, a comprehensive study of tourism was carried out, among others, by Sa'nchezSa'nchez and Aramillo-Hurtado (2010), Cortez (2010), and Okech (2011), who examined the overall tourism strategy. Based on the results of previous research, it shows the importance of institutional aspects, the surrounding community, the use of technology, and tourism strategies that support the future of tourist destinations.

III. RESEARCH METHODOLOGY

The approach used in this research is qualitative to obtain a broad and in-depth analysis. The data source of this research is primary data obtained from informants and secondary data obtained from tourism village managers. The informants of this research are stakeholders related to state affairs and tourism village development in Sleman district, including tourism village managers; Sleman district government; tourism awareness groups; youth groups; tourism village support SME groups; farmer group; religious and traditional leaders. The research data collection method used interviews and focus group discussions and documentation. Testing the validity of this research data by triangulation by cross-checking the data has been obtained by involving the government, managers, and community groups. The collected data were analyzed to find out the answer to this research problem.

IV. FINDING AND DISCUSSION

IV.1. Tourism Potential

Sleman Regency is famous for its natural and cultural potential so that many tourist villages have grown in Sleman. Kelor tourism village is one of the tourist destinations in Sleman, which is in Kelor hamlet, Bangunkerto village, Turi sub-district, Sleman regency, Yogyakarta. The location of this tourist destination is on the slopes of Mount Merapi so that it has cool air, a calm atmosphere, clear rivers, extensive rice fields, and plantations. The majority of the livelihoods of the residents around the Kelor tourist village are farmers, breeders, and mushroom cultivation. Most of the residents plant the salak tree as one of the special fruits in Sleman. The people of Kelor hamlet live harmoniously side by side and help each other, for example, mutual cooperation in building houses, planting crops in rice fields, making irrigation, making cattle sheds, preparing wedding parties, and so on. Kelor Hamlet also has a historical heritage site, namely the traditional joglo house. The joglo was used as a headquarters for freedom fighters in 1935. Currently, the Moringa joglo is still standing, and its authenticity is maintained so that it becomes one of the tourism potentials in Kelor hamlet. Another potential is the local arts and culture inherited from the ancestors. The traditional arts preserved in Kelor hamlet include ketoprak, gamelan, jathilan, traditional dance, and sholawatan klentingan. These potentials are not always owned by other regions so that they attract the attention of tourists.

Kelor Tourism Village Governance

The people of Kelor hamlet are aware of the natural potential and the uniqueness of their local culture. They began designing natural, social, and cultural-based tourist destinations. Kelor tourism village was founded by the community in the Kelor hamlet under the name Kampoeng Sedjarah Kelor. The purpose of establishing a Kelor tourism village is to increase income for local residents. In addition, the formation of the Kelor tourism village is to introduce the cultural and historical values of the Kelor hamlet so that the tourism that is established must not damage the cultural order and the preservation of nature.

Kelor tourism village was established, owned, and managed by the community, which was formed in the village deliberation forum. The management of Kelor tourism village consists of various components in the community, such as tourism awareness groups, youth groups, farmer groups, art groups, community leaders, SME groups, and other elements of society. In addition, the kelor tourism village gets support from the local government, tourism associations, companies, and also

universities. Managers are accountable to the community through village meetings. Each party involved has a role in managing and developing the Kelor Tourism Village.

The tourism village management is in charge of planning, operating, and developing a tourist village. The committee makes tour packages based on village potentials, such as outbound, river tracing, camping, traditional art training, training in special food processing, agricultural education for children, lava tours on the slopes of Mount Merapi, and other tour packages. Tourism awareness groups play a role in making people aware of the potential for village tourism and mobilizing community participation. Membership of this tour group is voluntary. Activities that have been carried out are counseling on maintaining natural beauty, greening, maintaining cleanliness, using organic fertilizers, awareness to respect visiting tourists, providing accommodation for tourists, preserving arts and culture, and other activities that attract tourists. Youth groups support environmental cleanliness, promote village tourism, village security, organize outbound activities, and build tourism creativity. Farmers groups are involved in supporting agricultural education for tourists, teaching farming, teaching fisheries cultivation, making organic fertilizers, and other agricultural education activities. The role of arts groups is to preserve local cultural arts, display artistic attractions, and educate tourists. Small business groups educate the production of typical salak food, establish stalls around tourist villages, and serve the needs of tourists. Community leaders consisting of religious and traditional leaders are tasked with providing ethical considerations in the implementation of Kelor tourism villages.

External parties also participate in the development of tourist villages. The central government and local governments provide learning facilities for tourism village administrators. The government also supports the Infrastructure and facilities of the tourist village. In addition, the government also facilitates tourism promotion through district government websites. Tourism associations assist in tourism promotion and make tour packages with other tourist destinations. The company helps tourism villages through a corporate social responsibility program. Meanwhile, universities assist in analyzing tourism strategies, provide training and mentoring for managers and local communities, and assist in the promotion process.

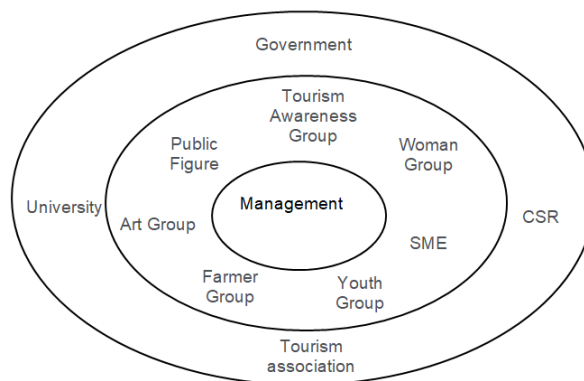


Figure 1. Tourism Village Stakeholders

IV.2. Level of Community Control

Conflicts of interest can occur between administrators and the community, both individually and in groups. Conflicts of interest can be minimized because the community is involved in developing a tourist village together. The community is involved in determining tour packages so that the

community has a strong commitment to the progress of the tourism village. Residents provide a place to stay for tourists who stay overnight as well as tourists gain experience to interact directly with local residents. The community agreed not to open opportunities for investors outside the village to establish a hotel or restaurant. They still maintain the unique potential of village tourism. Managers provide periodic accountability reports to the community. However, if a conflict occurs, it is resolved by deliberation led by the village head and community leaders.

IV.3. Benefits of Tourism Village

Tourism villages provide economic benefits for individuals and communities. The results of interviews with managers and residents around the tourism village indicated that they received additional income by establishing a tourist village. Even so, income from tourist villages cannot be used as the main income. The people still rely on agricultural products, plantations, and livestock as their main source of income. In addition, village communities benefit from improvements in village infrastructure, such as roads, places of worship, community meeting places, and other public facilities. Residents can also enjoy free wi-fi to support learning, which is managed by a tourist village. The proceeds from the tourism village can also be used to finance artistic activities, including the procurement of traditional art tools.

V. CONCLUSION AND FURTHER RESEARCH

Tourism village governance is different from tourism governance in general. Tourism village management involves various elements in the community: tourism village managers, tourism awareness groups, youth groups, farmer groups, art groups, and community leaders. Outside parties involved: government, tourism associations, companies, and universities. Each party plays a role either directly or indirectly in the development of a tourist village.

Management of the tourism village is carried out by community representatives through reporting and village deliberations. The involvement of all components of society in organizing a tourism village can minimize conflicts of interest. Finally, tourism villages provide economic benefits, both to individuals and to village communities. Infrastructure improvements are proof of the success of the tourist village.

This study has several limitations. First, research data was collected from interviews and FGDs. Quantitative data is not obtained so that it cannot provide an overview of the progress of the tourism village from year to year. Second, this research was conducted at the beginning of the Covid-19 pandemic so that it was difficult for researchers to extract data from informants, which resulted in incomplete information obtained. Future studies are suggested to dig deeper into quantitative data. In addition, further research is expected to expand the research location so that it can provide more diverse phenomena.

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