



## The Role of Institutions and Community Empowerment in Realizing Sustainable Tourism in Bakas Village, Klungkung District

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**Abstract**—This study aims to identify the role of institutions and community participation in tourism development in Bakas Tourism Village. This study uses quantitative and qualitative approaches. This study was conducted by observing and digging up information directly about the role of institutions and community empowerment in realizing sustainable tourism through previously prepared study instruments. Based on the results, it revealed that the role of institutions is very active in the management of Bakas Tourism Village. In addition, community participation is also active in the development of Bakas Tourism Village from the planning stage to supervision.

**Keyword:** Community-Based Tourism; Community Participation; Tourism Institutions; Tourism Village

### I. INTRODUCTION

Tourist village is a concept in Indonesian tourism that refers to a village or rural area that has been developed and promoted as a tourist destination. These villages or rural areas offer unique cultural and natural experiences that showcase local life, traditions and customs. Village tourism usually involves the participation of local communities, who work together to develop and manage tourism activities. This can include offering homestays, cultural performances, handicraft workshops, culinary experiences and ecotourism activities. The goal of a tourist village is to promote sustainable tourism that benefits local communities while preserving the area's natural environment and cultural heritage. This approach to tourism can also reduce poverty and improve the quality of life of local communities by creating economic opportunities and promoting the preservation of local traditions. Many regions in Indonesia have developed tourist village programs,

including Bali, Yogyakarta and East Java.

Tourism villages face several issues that must be addressed to ensure sustainability. Some of the common problems in tourist villages include limited accessibility, limited infrastructure, lack of resources, lack of education and training and environmental issues. To overcome these problems, it is necessary to collaborate between the government, the community and the private sector to increase accessibility, improve infrastructure, provide adequate education and training, and promote sustainable and environmentally friendly tourism.

Bali is one of Indonesia's provinces with many popular tourist villages and is a destination for tourists from various countries. Tourism villages in Bali offer a different and unique tourism experience, with natural beauty, cultural uniqueness, arts and crafts, and Balinese food and culinary specialities. However, to ensure the sustainability of tourist villages, preserving the environment and

culture and respecting the local people and wisdom are important.

Klungkung Regency is one of the districts that actively develops various tourist villages. Bakas Village is a village located in Banjarangkan District, Klungkung Regency, Bali Province. Bakas Village is a village that has been designated as a tourist village based on the Decree of the Klungkung Regent Regulation Number 8 of 2021. Bakas tourist village has a variety of potentials that are evenly distributed, both natural tourism potential, and cultural and artificial tourism potential, including culinary tourism. Bakas Tourism Village is also a tourist village with the support of the local community, who are members of the Tourism Awareness Group, which was spearheaded and formed by tourism practitioners in Bakas Tourism Village together with the community on January 5, 2018. However, like other tourist villages, despite having enormous potential, the lack of guidance and knowledge possessed by the community in Bakas Village makes this great potential not maximized. Therefore, the role of institutions and community empowerment are important to support the development of Bakas Tourism Village.

Rachmawati et al. (2022) in their study, found that community involvement in the tourism industry and decision-making process could enhance respondents' perceptions toward social empowerment indicators. In addition, Ginanjar & Runingsawitri (2023), revealed that the successful development of Community-Based Tourism has a positive impact on economic, social, cultural, political and environmental aspects. Based on the background and the previous studies above, this study aims to identify the role of institutions and community participation in tourism development in Bakas Tourism Village.

## **II. CONCEPT AND HYPOTHESIS**

Several previous studies discuss the role of institutions and community participation in the development of tourist villages. Shaleh & Program (2016) formulated the concept of marine tourism management at Pandawa Beach by customary institutions. Using descriptive qualitative and quantitative methods, it was found that customary institutions' role in managing marine tourism at Pandawa Beach is very influential. Ilmu et al. (2019) in their study which aims to analyze the role of the Jurug Village Government in community development and empowerment

through the Jurug tourist village program, found that the Jurug Village Government has carried out its role well as a Policy Executor. This can be proven by the existence of policies related to developing a Tourism Village in Jurug Village. The Jurug Village Government has also collaborated with various elements in Ponorogo to manage the potential owned by Jurug Village. Enggraini et al. (2020) in their study entitled *The Role of Village Government Institutions in Advancing Ponggok Village-Polanharjo, Klaten* found that the Village Head is a key player who has a role, a significant interest and a very strong influence to influence/involve other stakeholders in the development of Ponggok Village. There are several previous studies on community participation in developing tourism villages. Wijaya et al. (2021) in their study entitled *Community Base Tourism to Support Sustainable Tourism in the Taro Tourism Village Area, Tegallalang, Gianyar Bali* found that the Taro Tourism Village area development strategy refers more to the concept of Community Based Tourism, namely sustainable tourism development as an effort to empower the socio-economic community in Taro Village, Tegallalang District, Gianyar Bali. Mudana (2016) found that the form of empowerment developed is a form of local community empowerment. The empowerment strategy is carried out in an integrated manner, both micro, mezzo, and macro. Pemuteran Village community empowerment policies include human resource, economic, institutional, infrastructure, and information development. Such community empowerment of Pemuteran Village can support the development of sustainable tourism. Yanti Utami et al. (2022) in their study entitled *Application of Community-Based Tourism in Sustainable Tourism Development Efforts for Socio-Economic Empowerment of the Community* found that the application of CBT from the economic and social aspects of Kebon Ayu Tourism Village provides benefits and positive impacts, such as the creation of jobs, new income for the community, improved quality of life, increased pride in the community, and the willingness and loyalty of the community to be involved in every activity in Kebon Ayu Tourism Village so that the development of tourist villages can be sustainable. Wicaksono & Triyono (2017) in their study found that the empowerment of the village into a tourist village cannot be separated from the role of the community in it. Without community participation, it is challenging to empower the

village to become a tourist village because a tourist village will utilize the potential of nature and community resources as its mainstay so that if the community does not want to participate, it will make village empowerment difficult to achieve, let alone empower it to become a tourist village. Community participation in empowering the village of Tanon Hamlet, Ngrawan Village, and Getasan Semarang as a tourist village is also by the levels of community participation, including participation in planning, implementation, utilization of results and evaluation and monitoring.

There are several previous studies on community participation that can support the development of sustainable tourism in a tourist destination. Andriani & Sunarta (2015) in their study at Blimbing Tourism Village, Tabanan said that towards sustainable tourism, the management of Belimbing Tourism Village faces challenges and efforts made to maintain a natural balance, such as preserving nature as a tourist attraction with activities oriented towards nature conservation and waste management; in the socio-cultural field, namely maintaining local culture which includes the life or daily life of local communities such as traditional agricultural systems and challenges in efforts to empower and foster local farmers to manage natural and cultural potential so that it is expected to maintain socio-cultural relations and will support the success of Tourism Village management.

Sustainable tourism development is the responsibility of all stakeholders, including the government, the private sector and especially the community in the area. With the participation of all stakeholders, negative impacts and problems in tourism development as well as the prevention or avoidance of damage to socio-culture and the environment will be easier to resolve from the participation of all stakeholders, namely the government, NGOs, communities/local communities. From the description above, developing tourist villages with local wisdom is a form of sustainable tourism development (Tou, Melinda Noer, & Sari Lenggogeni, 2021).

### **Community-Based Tourism Concept**

Currently, community-based tourism, known as Community Based Tourism (CBT), is very popular in shaping a development strategy in the tourism sector. In community-based tourism, local communities have a significant role in every stage of tourism

development, from planning, and management, to marketing. This is done so that local communities can understand and feel the direct benefits of the tourism industry in their environment. In this concept, local communities are also expected to maintain their area's culture, traditions, and natural resources.

Community-based tourism must pay attention to the involvement of local communities, which is an absolute requirement for the achievement of sustainable tourism. The management must be carried out entirely by local communities whose lives and livelihoods are affected by the development (Pitana, 2002) so that it will lead to a community-based management system as the main actors in tourism.

Community-based tourism has several advantages, including:

Provide direct economic benefits for local communities, especially in terms of creating jobs and developing small and medium industries.

Increases local community participation in the management of tourism destinations, making them more sustainable and reducing negative impacts on the environment and culture.

Strengthen local cultural identity and heritage.

Increase understanding and tolerance between tourists and local communities.

However, community-based tourism also has some challenges, such as:

Lack of funding and adequate infrastructure to support community-based tourism development.

Difficulty in preserving the environment and culture due to differences in views and values between local communities and tourists.

Intense competition with other tourism destinations that have better infrastructure and promotion.

Lack of ability and skills of local communities in managing tourism destinations effectively.

In facing these challenges, the government and local communities can work together to develop community-based tourism development strategies that are more sustainable and can provide greater benefits to local communities.

### **Concept of Sustainable Tourism**

## **Development**

Despite receiving special attention from Tourism academics and tourism development practitioners, literacy about tourism concepts and theories often fails to connect tourism with sustainable development as a unified paradigm. So the application of development in the context of tourism is still much in doubt. This has created interest in the academic world to discuss sustainable tourism development (Sharpley, 2000).

Sustainable tourism is a tourism concept that emphasizes the development of environmentally, socially, and economically balanced tourism. This concept aims to maintain the sustainability of natural and cultural resources, improve the quality of life of local communities, and create sustainable economic opportunities for communities and tourism.

Sustainable tourism includes several principles, namely:

Preserve the environment. Sustainable tourism must consider the impact of tourism on the environment, such as using natural resources, waste management, and nature conservation. This concept emphasizes the principles of conservation and environmentally responsible management.

Considering social and cultural aspects Sustainable tourism must consider the impact of tourism on local communities and culture. This concept emphasizes the participation and involvement of local communities in tourism development and management, as well as respect for local culture and traditions.

Generate sustainable economic benefits. Sustainable tourism should provide sustainable economic benefits to local communities and tourism. This concept emphasizes local economic development and sustainable tourism industry development.

Some of the advantages of sustainable tourism are:

Improving the quality of life of local communities, such as by creating jobs, increasing income, and reducing poverty.

Increase community awareness and concern for the environment and local culture.

Improve the quality of the tourist experience by providing natural destinations, authentic cultures, and unique experiences.

Promote sustainable economic growth and create investment opportunities.

But on the other hand, sustainable tourism

also has several challenges, such as:

Lack of awareness and commitment from the government, tourism industry, and community to practice the concept of sustainable tourism.

Tight global competition in the tourism industry makes it challenging to implement the principles of sustainable tourism.

Limited human resources and adequate technology in sustainable tourism management.

In facing these challenges, collaboration and synergy between the government, tourism industry, communities, and tourists are needed to practice the concept of sustainable tourism and ensure sustainable and responsible tourism to the environment and local communities.

A holistic approach is essential in the basic principles of sustainable tourism development. To be applied generally to the tourism system and specifically to individuals in the tourist destination or industry sector. So far, although tourism is accepted and integrated into national and local development strategies, the main focus of sustainable tourism development is still towards the producer centre. It is not surprising that at the operational level, it is difficult to manage the complex, fragmented, multi-sectoral sharing of tourism benefits naturally (Sharpley, 2000).

## **Institutional Theory**

Institutions have a very important role in tourism development. An institution is a system or structure established to facilitate, manage, and coordinate activities in tourism development. Mubyarto (2000) defines institutions as formal or informal organizations that regulate the behaviour and actions of certain community members both in routine daily activities and in their efforts to achieve certain goals. Institutions are a norm of rules and regulations that facilitate the organization in the form of expectations of each that may be achieved by working together (Rintuh, 2005).

There are several institutional roles in tourism development:

Strengthening coordination between the public and private sectors Institutions can strengthen coordination and cooperation between the public and private sectors in tourism development. This can be done by establishing forums or associations involving tourism stakeholders.

Improve the quality and quantity of human resources. Institutions can play an

important role in improving the quality and quantity of human resources in the tourism sector. This can be done through training, education and human resource development programs held by relevant institutions.

Developing diverse tourism products Institutions can facilitate the development of diverse and unique tourism products. This can be done by promoting and marketing tourism destinations with different attractions.

Increasing local community participation Institutions can facilitate local community participation in tourism development. This can be done by forming local community groups involved in managing and developing tourism destinations.

Improving tourism destination management Institutions can play an important role in sustainable and environmentally responsible tourism destination management. This can be done by developing sustainable management strategies, such as waste management, energy saving, and nature conservation.

Improving tourism accessibility and infrastructure Institutions can strengthen cooperation with the infrastructure and transportation sectors to improve the accessibility of tourism destinations. This can be done by developing infrastructure that supports tourism, such as roads, airports, ports, and public transportation.

In tourism development, institutions have a vital role in facilitating, coordinating, and managing various activities and resources related to tourism development. Strong and well-structured institutions can positively impact tourism development in a sustainable manner and provide sustainable benefits for the community and the environment.

### **Participation Theory**

Participation theory examines and analyzes the level of public participation in the political process and decision-making in a country or political system. This theory focuses on how people engage in the political process, what encourages or inhibits participation, and the impact of community participation on public policy and democracy (Tosun, 2003).

The influence of local community participation on tourism destinations has long been recognized. Tosun & Timothy (2003) state that local community participation is vital in implementing tourism development strategies and plans. Community participation

in the tourism planning and implementation process is critical, considering that tourism takes place amid people's lives with cultural backgrounds. These socio-economic, political, and environmental conditions can differ between communities. Various studies show that the importance of local community participation in the early stages of tourism development in various regions will lead to improved quality of tourism destinations and can reduce misunderstandings and uncertainties of tourism development in the area (Tosun, 2006; Michael, 2009; Wei et al., 2012; Tsung et al., 2012).

### **III. METHOD**

This study uses a mixed method because this study uses quantitative and qualitative approaches to determine the role of institutions and community empowerment in Bakas Village. The population in this study are people who live or have been in Bakas Village for at least 5 years and are at least 17 years old, have an identity card (KTP) in Klungkung Regency and are registered as members of the local traditional village. Samples are some members of the population selected using certain procedures so that they are expected to represent the population (Sugiyono, 2010). Due to the large population and limited resources, this study was conducted on a certain number of samples by setting a quota of 100 people. In addition to using respondents to obtain in-depth information, this study also uses informants. These informants are needed to obtain depth of information related to the role of institutions and community involvement in tourism development. Similar to the criteria for selecting respondents, the criteria for selecting informants are based on: (a) individuals who are considered knowledgeable and critical of various cases arising from tourism development, (b) individuals related to tourism development policies, and (c) individuals who know the ins and outs of tourism activities and community conditions in their area and are able to explain the phenomena studied. The tracking of informants will begin by visiting the village head the central actor in the village bureaucracy. From the village head, parties who can provide the required information are expected to be obtained. Secondary data collection was conducted by studying literature from various studies, reports, journals, and study results that previous researchers have deemed relevant to this study. This method is carried out to obtain documents, archives, publications and reports as important materials

as a reference for the next step in the form of primary data collection in the community. Primary data collection was carried out with three instruments, namely questionnaires, in-depth interviews and non-participant observation, namely by observing the distribution of the value of the benefits of tourism activities between local communities and migrant communities, the condition of infrastructure, the role of village institutions and community involvement in tourism activities. The analysis methods used in this study are descriptive analysis and descriptive statistics.

#### IV. RESULT AND DISCUSSION

##### Descriptive Statistical Analysis

Descriptive statistical analysis explains the variables analyzed in this study:

institutional roles, community participation and sustainable tourism. Respondents' answers or opinions were tabulated for each variable, and a frequency distribution was made according to the answer options. There are five types of choices, starting from choice 1 (indicating a shallow perception) to choice 5 (indicating a very high perception). Furthermore, the opinions of all respondents are calculated on the index's average. Ferdinand (2012) suggests using the three-box method criteria in interpreting a perception index. There are three ranges of respondents' perception indexes, namely: 1) If  $< 1.00$  Average  $\leq 2.33$  or  $20\% < \text{Index} \leq 47\%$  low / less perception; 2) If  $< 2.34$  mean  $\leq 3.67$  or  $48\% < \text{Index} \leq 74\%$  moderate perception; 3) When  $< 3.68 \leq$  average  $5.00$  or  $75\% \leq$  index  $100\%$  high/good perception.

Table 1. Mean Respondents' Perceptions of Study Variables

Variable	Quantity In %					Appreciation	Average
	Respondent Assessment Level						
	1	2	3	4	5		
Institutional role	0,67	0,00	6,00	66,33	27,00	83,65	4,19
Community Participation	1,00	0,00	8,00	43,50	47,50	89,15	4,37
Sustainable Tourism	0,00	0,00	8,00	39,67	52,33	86	4,44

Based on the appreciation scores and averages of each variable in Table 1, it can be explained that respondents' perceptions of the three study variables are high. Where the highest appreciation is on the community participation variable.

##### Institutionalization in Bakas Tourism Village

The results showed that the role of institutions in Bakas Village is high. Based on the results of an interview with one of the administrators of the Bakas Village Tourism Awareness Group as well as the manager of Arsa Guesthouse, I Wayan Arsa, it was stated that the development of Bakas Tourism Village takes the concept of Community Based Tourism (CBT), where village tourism is developed "from" - "by" - and "for" the community. Tourism is developed with the involvement of all components of the community, carried out transparently, fairly and equitably in the distribution of results aimed at achieving the welfare of the village community. Community-based tourism is a form of tourism in which local communities have substantial control over and involvement

in its development and management, and the proportion of benefits remains largely in the hands of the community.

Four important elements characterize the development of Bakas Tourism Village in terms of governance, namely:

The CBT management initiative comes from below and is carried out institutionally under the umbrella of the official village and customary/*pakraman* village;

The village becomes the guardian of tourist destinations in its area and is managed through a management body;

Financial benefits are used for village development and financing of traditional religious activities and are channelled to the community through relevant institutions; and

Employment and business opportunities are prioritized for local communities.

##### Bakas Tourism Village Stakeholders

There are institutional elements involved in tourism management in Bakas Tourism Village consisting of several stakeholders, namely:

Village Government Department  
Adat Village Government  
Subak Organization  
Banjar Adat  
Tourism Awareness Group (*Pokdarwis*)  
Community groups and individual communities

In addition, to being managed by the tourism management body, there is also a tourism awareness group (*Pokdarwis*) of Bakas Tourism Village, whose task is to develop concepts and plans for developing tourist destinations in Bakas Village. The *Pokdarwis* were formed on January 5, 2018, spearheaded by tourism practitioners and the local community of Bakas Village. After being formed, *Pokdarwis* immediately became active in developing the concept and master plan of Bakas Tourism Village. The *Pokdarwis* also actively organize training and mentoring activities on tourism village governance to increase the human resource capacity of the *Pokdarwis* management and the local community of Bakas Village.

### **Function and Organization of Bakas Tourism Village Management**

The management organization of Bakas Tourism Village is a community organization built based on the deliberation of the village community. The management organization has the following functions:

Work with the community to plan and develop the tourism potential in the Bakas Village area.

Carry out the function of managing tourism activities that contribute to the welfare of the community while maintaining religious norms (*narayanan*), traditions, customs and culture (*pagan*), and environmental sustainability (*palemahan*).

Performing the function of promotion and marketing of tourism activities.

Carrying out the function of developing human resources to support tourism activities.

Supervising the development and construction of tourism objects in the Bakas Village area.

Building communication and mutually beneficial cooperation with various external and internal parties.

Responsible for tourism management to the people of Bakas Village.

Implementing the principles of

governance that are fair, equitable, transparent, togetherness and full of responsibility.

### **Funding Source and Contribution Sharing System**

Sources of funds in developing objects in Bakas Tourism Village are obtained from various sources, including:

Grants/assistance from the Village Government Dinas, Customary Village, District Government, Provincial Government, relevant ministries, and CSR funds from other parties.

Participation in the form of funds or participation in other forms (fixed assets) is regulated in a cooperation agreement between the Management Agency and the owner of funds or assets based on the principle of mutual benefit for both parties.

If needed, sources of funds can come from financial institutions in the form of credit.

Sources of income from the management of Bakas Tourism Village were identified as coming from:

Sale of entrance tickets to the Bakas Village tourism area, the amount of which is regulated based on the Decree of the Customary Village.

Revenue from direct management of tourism objects.

Receipt of contributions from the developer of tourist attractions by the agreement of the owners, either individually or in groups ( $\pm 5 - 10\%$  of net income).

Revenue from the management of public facilities.

The income received by the Bakas Tourism Village manager is distributed based on the following allocation:

Operational costs: wages for management (management body elements and field officers) operations, promotion and marketing, administration, and entertainment of certain parties amounting to 40% of BP Dewi Bakas' revenue.

Reserves for investment in developing and maintaining tourism human resource development objects, supporting infrastructure activities amounting to 30% of BP Dewi Bakas income.

Contributions in the philosophical context of *narayanan*, *palemahan*, and *pawing* amounting to 30% of the income of BP Dewi Bakas.

The system of profit sharing or

contribution to tourism development efforts is regulated by referring to the concept in accordance with the philosophy of Bakas Tourism Village development. Contributions are allocated based on groupings by the *Tri Hita Karana* philosophy, namely *Parahyangan*, *Pawongan*, and *Palemahan*.

*Parahyangan* contributions, in the form of *ponia* funds for the benefit of ceremonies/yadnya or repair assistance to kahyangan temples in the Bakas Village area (10%) of the 30% contribution share of BP Dewi Bakas revenue.

*Pawongan* Contribution, given as an effort to help the community in the form of assistance for specific ceremonies or by the results of mutual agreement with the community (10%) from the distribution of

contributions amounting to 30% of the income of BP Dewi Bakas.

*Palemahan* contribution, relates to efforts to maintain cleanliness, environmental beauty, and environmental preservation in general, including the construction or repair of infrastructure owned by the village or banjar (10%) of the contribution share of 30% of BP Dewi Bakas revenue.

**Management Model for Bakas Tourism Village Management**

By looking at the characteristics of tourism development in Bakas Tourism Village in terms of ownership and funding sources of tourist attractions, management and forms of cooperation are designed as follows:

Table 2. Management Model of Bakas Tourism Village Management

Asset Ownership and Funding Sources	Management by BP	Own management (owner)	Description
Development assets and funds sourced from village funds	Ö		Profit sharing (agreement)
Assets and development funds are sourced from individual funds.		Ö	Contribution
Assets and development funds sourced from group/conference funds		Ö	Contribution

**Community Participation in the Development of Bakas Tourism Village**

The level of community participation in tourism development measures the level of community empowerment. Community participation in development is important because the community knows best about what is needed and what is being faced.

The results show that the level of community participation in Bakas Village is high. In the development of tourism in Bakas Village, the community participates actively and fully, starting from the planning, implementation, organizing, and monitoring stages. According to Mr I Kadek Widiade, the head of the Bakas Village Pokdarwis, the community has actively participated since the planning stage. Since its establishment as a tourist village in 2021, the community has actively participated in the planning process for the Bakas Klungkung tourist village development. Through the Pokdarwis, assisted by village officials, participatory meetings and

consultations with the local community can collect input and suggestions from the community about what they want from the tourist village. The community also participated in formulating the master plan for tourist destinations in Bakas Village.

The government assisted in the implementation stage of developing tourist destinations in Bakas Village. The community is active in implementing the development of the Tourism Village in Bakas, starting from the increasing public awareness of maintaining cleanliness in the village. According to the village head, Wayan Murdana S.Pd, after issuing the Tourism Village Decree and forming a tourism awareness group, the community slowly began to realize the importance of a clean environment to support the existence of their tourism village. Residents began to obey the direction of waste management in Bakas Village. Waste bank activities began to be reinvigorated so that the village environment became cleaner and more beautiful. In addition, physical and



infrastructure development in Bakas Tourism Village, such as public toilets, parks, jogging tracks, etc. The community also participates in constructing buildings that will be used for tourism activities such as homestays, stalls, photo objects and so on.

In the management stage, the community actively manages tourism businesses in Bakas Tourism Village. The tourism businesses managed by the Bakas Village community include homestays and rafting. In addition, there are also several tourism support businesses managed by local communities, such as restaurants and small kiosks that provide tourist needs. Mr Wayan Arsa, the manager of Arsa Guest House, said that Bakas Village has an educational program called "One Day to Become Balinese", where the activity is centered at Arsa Guest House. Some of the activities in the program include the cooking class of typical Bakas Village cuisine, Balinese dancing, making *canangsari* and *merindik*. These activities are managed by the residents and youth of Bakas Village coordinated by himself. From these activities, the results are contributed to the *pedalling*, *sekihan* table and dance as the organizers of the activities.



**Figure 2.** Bakas Tourism Village Cultural Program - One Day Being Balinese

The Bakas Village community also participates in promoting tourism activities and attractions in Bakas Village. This can be seen from the Bakas Tourism Village hashtag on social media platforms such as Instagram and TikTok. This certainly makes the existence of Bakas Tourism Village increasingly recognized by the broader community while strengthening the personal branding of Bakas Village. From his statement, the Bakas Village community's participation in the tourism village's management is very active.

In the supervision stage, community participation is also active, especially when submitting annual reports from the Pokdarwis and the management of the tourism village related to the number of tourist visits and the

results of retribution from Bakas Tourism Village. The report is submitted at a village meeting chaired by Merkel. In the meeting, the community plays an active role in providing suggestions and input regarding the results of the tourism village levy and also planning for the future development of the tourism village.

## V. CONCLUSION

As for what can be concluded from this study, there are institutional elements involved in tourism management in Bakas Tourism Village consisting of several stakeholders, such as the Dinas Village Government, Customary Village Government, Subak Organization, Banjar Adat, Tourism Awareness Group (Pokdarwis), and community groups and individual communities. Sources of funds in the development of objects in Bakas Tourism Village are obtained from various sources, including Grants/assistance funds from the Village Government Agency, Traditional Villages, District Government, Provincial Government, Related Ministries, and CSR funds from other parties. In the development of tourism in Bakas Village, the community participates actively and fully, starting from the planning, implementation, organizing, and supervision stages. In the planning stage, the community formulated the master plan of tourist destinations in Bakas Village. The community is actively implementing the development of the Tourism Village in Bakas, starting from increasing public awareness in maintaining cleanliness in the village. In the management stage, the community actively manages tourism businesses in Bakas Tourism Village. Community participation is also active in the monitoring stage, especially when submitting annual reports from the *Pokdarwis* and tourism village managers related to the number of tourist visits and the results of retribution from the Bakas Tourism Village. With the synergy between institutions in Bakas Tourism Village and also supported by the active participation of the Bakas Village community, there will be an increase in the quality of tourist destinations so that the development of Bakas Tourism Village can be sustainable.

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