



Community Based Tourism Approach Implements One Stop Services Tourism in the Development of Watuhadang Tourism Village, Umalulu District, East Sumba Regency

Avianita Rachmawati^(✉), Santy Permata Sari, and Alas Satya Buditomo

Management Study Program, Faculty of Economics, University of Flores, Ende, NTT, Indonesia
Ibuavi@gmail.com

Abstract. The purpose of this study is to map and identify the planning of watuhadang tourism villages in Umalulu district, East Sumba Regency using a community-based tourism approach. In addition, researchers will map whether village resources are able to become the capital for the realization of one stop services tourism in the village. In the community-based tourism approach, researchers also explained multi-stakeholder involvement because the concept of sustainable pariwisata development can never run respectively and through the pentahelix concept in tourism synergy, including financiers or investors, governments, academics, community communities, and the media. The involvement of mutipihak will intervene to strengthen the 3 pillars. 1) pillars of strengthening human resources; 2) Pillars of institutional strengthening; 3) pillars of infrastructure strengthening. The method used with a qualitative approach is specifically the phenomenological method. The data collection was completed with four instruments including interviews, FGDs, observations, and literature studies. Observations were made by observing various tourism potential resources and various indigenous activities in the field. Interviews were conducted using the participant method. The FGD is carried out by involving several elements such as village officials, academics, and local entrepreneurs.

The findings of the study show that local governments do not have an ideal concept to develop these resources. The pattern of development is still carried out traditionally without involving the private sector and the community. Local communities are only used as objects of tourism activities and their existence is not so clearly involved. As a result, tourism in watuhadang does not have a development direction. Strengthening human resources, namely the need to involve NGOs with assistance to the community to strengthen the skill capacity of community members. Strengthening infrastructure, namely the need to carry out a master plan for village infrastructure development that supports the implementation of one stop service tourism.

Keywords: community based tourism · collaborative approach

1 Introduction

According to the pocket book of the Ministry of Tourism (2020) in 2015 the tourism industry contributed foreign exchange of USD 12.23 billion US dollars or equivalent to 169 trillion and is the fourth contributing sector after oil and gas, palm oil and coal. In 2018, foreign exchange contributed by the tourism sector rose to USD 17.6 billion US dollars. But on the other hand, the Covid-19 pandemic has caused an impact on all aspects of the economy both globally and nationally. The tourism sector is one of the sectors fatally affected by the pandemic. As a result of the pandemic, Indonesia has experienced a drastic decrease in the number of tourists. In April 2020 the number of visits was 158,000. The decrease in the number of tourists in 2020 was 25%. Tourism as one of the potential subsectors that is experiencing a recovery period due to the pandemic requires the revitalization of programs that are focused on village locus considering that Indonesia has 81,253 villages, and the dominance of population domiciles in rural areas. Tourism development through the basis of rural areas can be done through alternative tourism (Haywood, 1988). One strategy is to prioritize the principle of sustainable tourism through a community-based tourism (CBT) approach in tourism villages. In principle, CBT optimizes community integration in the environment, socio-culture, and local economy (Noor and Pratiwi, 2016: 179). This idea was sought to involve community participation in the organization of local tourism products (Simmons, 1994: 98). The development of CBT-based village tourism always involves multi-stakeholder collaboration and emphasizes interventions to strengthen three pillars, namely the pillar of strengthening human resources, the pillar of institutional strengthening and the pillar of strengthening infrastructure. This study aims to see:

1. How far is the multi-stakeholder collaboration on the development of CBT-based village tourism in watuhadang village?
2. What forms of participation in tourism planning currently exist among tourism stakeholders in watuhadang village?
3. What is the role of the three pillars of institutional affairs, strengthening human resources and infrastructure must be prepared in watuhadang village?

The locus of observation in this study was in one of the villages in NTT Province Indonesia. East Nusa Tenggara Province (NTT) as one of the provinces that has been designated as 1 of the priority tourism destinations by the government of the Republic of Indonesia with its superior destination, namely the Labuan Bajo tourist area, however, in addition to having Labuan Bajo tourist destinations, East Nusa Tenggara Province (NTT) also has a large variety of other tourism potentials a. The tourism potential is not only natural tourism, beach tourism, ancient tourism, religious tourism. One of the regencies that has natural wealth, culture and ancestral cultural heritage relics in NTT Province is East Sumba Regency. East Sumba Regency is one of the regencies in the East Nusa Tenggara Province which is located in the southern part and one of the four regencies located on Sumba Island. East Sumba Regency has 3 small islands, namely Prai Salura Island, Mengkudu and Nuha Island (not yet populated). Sumba Island can also be a promising tourist business prospect, this is supported by the crowning of Sumba island as the *most beautiful island in the world* or "*the best beautiful island in the world*"

by the German issue of *Focus* magazine in 2018, namely with the most famous tourist attraction on the island of Sumba, namely *Nihi Watu Resort*.

Tourism in East Sumba has good prospects and can still be developed more optimally. This area has a variety of tourist attractions, namely natural, nautical, and cultural tourism. Natural tourism in this area includes the beauty of the sea and mountains, rivers, waterfalls, tropical forest tourism, with a diversity of types of wild flora and fauna. Cultural tourism in East Sumba includes historical relics and a diversity of traditions, specific and interesting local arts. One of the villages in East Sumba Regency that is the locus of this research and has the potential to be built as a tourist village is Watuhadang Village in Umalulu District. Watuhadang village is a village in the highlands with an altitude of 600–850 MDPL, and is part of the village in Umalulu District with a population of 674 people. Watuhadang Village has several advantages of tourism potential including: 1) Kampong Wisata Umabara; 2) sumba traditional house visit tour; 3) typical traditional dances; 4) traditional marriage ceremonies, traditional funeral ceremonies, hamayang ceremonies and luluk ceremonies; 5) homestay tourism by following the life of farming in watuhadang village.

2 Literature Review

Community-based tourism (CBT) emerged in the middle of the 21st century. The CBT model is based on the role of community participation and involves multi-stakeholder collaboration that has adequate capacity and resources. (Hiwasaki, 2006; Okazaki, 2008). Social relational aspects in the system of collaboration between local tourism agents and/or community members – key elements for participatory tourism destination management (Aas, Ladkin, & Fletcher, 2005; Erkus-Özturk & Eraydin, 2010).

In some previous studies, CBT as a community development strategy based on social inclusion, community empowerment, gender equality, and social and environmental sustainability (Bartholo, Sansolo, & Bursztyn, 2009; Okazaki, 2008). According to Jones, et al. the concept of CBT is participatory management through the stages of planning, implementing and evaluating tourism projects (Jones, 2003; Okazaki, 2008; Sebola & Fourie, 2006). There is currently no agreement on the definition of the CBT approach. In CBT, collaboration provides a mechanism to address organizational and operational issues arising from tourism development (Araujo & Bramwell, 1999; Liu et al., 2014). A collaborative process can lead to self-organization of tourist activities within a community, which should include various groups of stakeholders.

Furthermore, according to Garrod in Hayat (2018: 40) there are five key elements related to the CBT-based tourism development planning model. The five key elements in question are as follows:

- a. Have several characters needed to be able to lead effectively, including:
 - Empathy and care for *stakeholders'* opinions
 - Have a credibility or ability that is appropriate to what is needed in the area.
 - Can work independently and also have expertise in identifying real and unreal problems.

- Able to develop groups and organize the participants involved.
 - Directs well any engagements that are *Top Down* to *Buttom Up*.
- b. The need for effort in terms of empowering local communities.
 - c. Have the ability to relate profits to conservation.
 - d. Involvement of local stakeholders in every stage of the project.
 - e. Project monitoring and evaluation needs to involve local participation.

3 Methodology

This research uses a qualitative approach. The primary data of the study were in the form of direct interviews and FGDs with informants selected intentionally (purposive sampling). Some of the informants consisted of travel agent entrepreneurs, the Chairman of BPD (village consultative body), traditional leaders, village heads, BUMDes, academics, heads of the Tourism Office of Ende district. NGOs, village community empowerment agencies and to the tourism office of East Sumba Regency. Secondary research data is data obtained from written sources in the form of previous research results, relevant books and texts, government report data, researchers also collect internet data from trusted sources in the form of documents, images, newspapers. Data analysis techniques are: 1) Descriptive analysis, that is, processing the data obtained from the research source then reducing it by making abstractions to make summaries and select the data so that it can be adjusted, then identify and categorize. The next step is to draw conclusions, that is, to present the data in a simple form according to the criteria and classification, provide verification of the data and information obtained.

4 Result

The benefits of developing tourism villages based on community participation are not only obtaining efficiency and material equality, but how the community itself can share knowledge and transform the learning process for the development of self-potential (Cornell: 1997: 250). In the Center for Tourism Research and Development (2011) explained that a tourist village is a tourism facility that allows visitors to live in or near the village. The tourist village in question is a place that is administratively classified as a village tourism authorized by the local government where there are variants of tourist attractions offered to visitors either directly or through homestays provided by the local community.

Collaborative Approach

Collaboration is a formal institutional relationship among an existing network of institutions, interests, or individuals (Ladkin and Bertramini, 2002). In tourism, collaboration is often considered in the context of community-based tourism and community integration and participation (Mitchell and Reid, 2001; Murphy, 1988; Simmons, 1994; Tosun, 2000). The collaborative planning approach is part of a type of participatory planning and is distinguished by the delegation of some or all of the planning responsibilities

to stakeholders (Davis, 2008). Collaborative planning aims to encourage meaningful public engagement, greater transparency, and power sharing.

The development of Watuhadang tourism village through the strengthening of three pillars, namely the pillar of strengthening human resources, the pillar of infrastructure and the pillar of institutional strengthening requires participatory collaboration from various related elements. Several previous studies have agreed to conclude stakeholder engagement is necessary (Murphy, 1988; Simmons, 1994), participatory processes can be the formation of partnerships (Lin and Simmons, 2017), stakeholder involvement can be carried out at the beginning of the planning process (Murphy et al., 2004; Sautter and Leisen, 1999; Simpson, 2001).

Collaboration can address the imbalance of forces by involving all stakeholders in processes that meet their needs (Reed, 1997). The theory of collaboration between organizations has been applied in several research papers in tourism business districts in developed countries. Participation with the collaboration of various stakeholder elements will help minimize conflicts and improve the quality of planning for the development of tourist villages. Stakeholders with more capacity and resources and also have more power and influence are given more consideration than those who lack. The strategy of managing this collaborative aspect is to emphasize the granting of the distribution of roles and powers to marginalized and minority interest groups. This is reinforced by the information statement below:

“The people of watuhadang village should not just be spectators:”

“The distribution of roles must be focused on the community. That is, it is of the nature of, by and for society”

“minority groups often lack power, capacity and resources but they have legitimate interests:”

According to Tosun research (1999) three forms of collaborative participation are spontaneous, coercive and induced. The form has been proven in many developing countries in the past, due to the top-down approach in tourism planning, in which the process of public participation is not implemented. Hall (2008) argues that the “top-down” approach should be replaced with a “bottom-up” approach, which leads to a decentralized and inclusive form of governance in which local communities are encouraged to be more responsible for decision management. Evidence of the participation of local communities in collaborative partnerships in the implementation of village tourism governance and services was conveyed by informants as follows:

“The management and provision of homestays using villagers’ houses, traditional dance performances and traditional ceremonies are coordinated by traditional elders but have not been managed professionally”.

The improvement of homestay services has not been managed professionally. Homestays are part of strengthening infrastructure that requires a collaborative participation approach between homestay owners, accompanying NGOs and tourism agencies.

“the community grows crops and has the potential to provide local food typical of the village”

Resources that support all forms of services that come from the village are proof of the realization of community-based tourism. It’s just a pity that the bottom up approach hasn’t been very noticeable. This is proven by the statement of the infoman below:

“The levy on the price of admission is still based on local regulations or governor’s regulations. it must be 60–70% (money) withdrawn to the district, so how can the village have the passion to manage its tourist attractions if those who run only get 30–40% of it. But if there is a bylaw that regulates tourist villages or income from it, it must be that they have the spirit also to run tourism in their place and certainly do not conflict with the rules that have been made above them.” “(staff of the NGO KOPPESDA, Mr. Umbu Triawan)”

The policy of levying the price of entrance tickets to tourist villages is still in the form of decisions originating from local government stakeholders, participatory management in the basis of policy making is not manifestly realized. So that the cash inflow to the village is only 30–40%. Low participatory management in the basis of policymaking of tariff levy in which the enthusiasm of the villagers is low.

The three-pillar intervention in planning the development of CBT-based watuhadang tourism villages include:

4.1 Infrastructure Strengthening

Homestay Management

Refers to 9 aspects of Asean Homestay Standard, namely: 1) Homestay providers. Homestay does not always have to be under the same roof of the house with the owner. At least it is located in the same yard as the owner. According to the information at the time of interview data collection, the preparation of homestays in watuhadang village is around 2–4 homestays 2) Lodging facilities. The selection of the type of bedding, toilet, clean water is effectively conditioned. The environment is clean and tidy, the cleanliness of drinks and food is very important.3) Homestay activities/programs. All homestays offer panoramic streets as a unified attraction. 4) Homestay management.5) Location. Several homestays. Can only be reached by a path that can only be walked by motorbike and then on foot. The role of google track and google map is very helpful for homestay providers to be easily digitized. 6) Cleanliness and cleanliness. Hosts 7) Safety and security.8)

Promotion and marketing. We recommend selling homestays through online sites; 9) The principle of sustainability. First, the sustainability of the local economy. Homestay providers have been able to empower the community, at least around them. Starting from procuring vegetables, participating in cooking, youth becoming tour guides, renting camping equipment, and shuttle services for guests. This triggers the implementation of economic turnover.

Carrying Capacity of Homestay

Neighboring villages adjacent to watuhadang villages must also have an adequate number of lodgings, the availability of transportation services that support each other between villages or from watuhadang village to Umalulu district. The carrying capacity of health such as the availability of village health centers or village health centers is a service that ensures the safety and security of tourists. Another carrying capacity is related to the concept of one stop services marketing tourism, which is in the form of providing a complete service package that answers consumer needs and is available in an integrated manner within the same area. The principle of one stop services marketing tourism or one stop village tourism is service excellence as a priority in fulfilling the satisfaction of travelers or tourists. Complete service packages that can be provided by watuhadang tourism villages such as the availability of transportation services, guides, sales of local specialties to meet daily food needs for tourists, laundry services, homestay infrastructure and public toilets.

Homestay Management Program Based on Local Community Participation

- a. Socialization to the farming community for the management of crop variants in order to maintain and organize the area, then income from tourism activities can be distributed to the farming community through: provision of agricultural facilities, provision of basic assistance, social service donations, micro-business fund assistance, educational scholarships, and others.
- b. Strengthening the capacity of homestay resources for tourism villages: initiating local communities for standard competency training on hospitality, skills to become guides and other tourism service personnel.
- c. Designing integrated tour packages: creating an integrated tour package profile that is displayed in online media or provided in the form of a booklet at each homestay.
- d. Technical guidance on the use and effective use of the internet for the benefit of interaction with guests, review reviews, registration and control of tourist traffic, cooperation with the Telkom Indihome program for shared wifi.
- e. Monthly technical evaluation and monitoring of homestay governance: the need to design a homestay program with rules and standards.

Stakeholder Role Intervention

Program	The role of stakeholders
Socialization of crop variant management in farmers	Pokdarwis, NGOs and tourism agencies
Strengthening the capacity of homestya resources	Higher education institutions
Designing an integrated tour package	Tourism and pokdarwis office
Technical guidance on the use of the internet	Telkomsel partners
Evaluation of homestay governance	pokdarwis

4.2 Strengthening Human Resources

According to the data of the watuhadang village regulation contained in the RPJMDes (Village Medium-term Development Plan) the human resources data of villagers have a low level of education, the average level of education is to study junior high school. None of the citizens have received a higher education or university level. This data was reinforced by key informants at the time of the interview, as follows:

“The human resources ability of watuhadang village is still low and requires capacity building by providing training, technical guidance and workwhop” (Head of tourism office, NGO staff Sidi Betesda, NGO KOPPEDA staff, academics)

Stakeholder Role Intervention in Hr Improvement

Program of activities	The role of stakeholders
Petra University and STIKOM Bali provide technical guidance, workshops to meet the competency standards of tourism industry players	Institution of Higher Education or University
Local food processing training to dasawisma groups	Assistance by NGOs
Capacity building in pokdarwis (tourism awareness groups)	Assistance by NGOs and Tourism Departments

4.3 Institutional Strengthening

Institutional strengthening is related to regulatory arrangements at the district level or at the village level. Institutions that are related and directly intersect with CBT-based watuhadang tourism village development planning include the Tourism Office, the Village Community Empowerment Office, the Village Consultative Body, and Village-Owned Enterprises (BUMDes). Information related to the following institutions is below:

“There is no village regulation that regulates the amount of tariff levy on entrance ticket prices for tourist sites. Still referring to pergub” “(NGO KOPPEDA, Mr. Umbu Triawan)”

The regulatory system that regulates the level of financial return for the welfare of the village community is designed by the village head together with the village officials. The control function when designing rules, monitoring and evaluating when implementing rule policies is the responsibility of the village consultative body. BPD is a kind of legislative institution at the village level. The Watuhadang BUMDes institution is experiencing bottlenecks in financial management.

“BUMDes watuhadang is stuck the problem of accounts receivable is indeed one of the problems that makes BUMDes become stuck, for example, there are residents who borrow money through cooperatives (because the scope of BUMDes is quite wide, one of which is cooperatives), many people have not returned the money”
(Head of Watuhadang Village and Chairman of BUMDes Watuhadang)

Stakeholder Role Intervention in Institutional Strengthening

Program of activities	The role of stakeholders
Strengthening the management capacity of BUMDes	Institution of Higher Education or University
Strengthening the control, monitoring and evaluation of village devices	Village Consultative Body (BPD)
Draft PERDES entrance ticket levy	Village heads, village officials and BPD

5 Conclusions and Suggestions

One of the main problems in the tourism industry, especially in planning the development of the Watuhadang tourism village, is that the improvement intervention lies in three main points, namely increasing the capacity of human resources to prepare professional and qualified village tourism industry players. The second most important aspect is infrastructure. Preparation of facilities, infrastructure, availability of public service facilities and adequate transportation facilities are factors that trigger the attractiveness of village tourism. The third aspect that requires improvement intervention is institutional strengthening.

The problem in the tourism subsector is that it has the potential to be fragmented so that one sector may not have enough capacity to operate tourism destinations. Therefore, the prerequisites for the collaborative participation process to run include: **First**, recognition of interdependence between stakeholders is a prerequisite for tourism planning collaboration. **Second**, tourism planning cooperation at the community level requires certainty of mutual benefit acquisition from the collaboration process in the form of economic, social or environmental. **Third**, community-based tourism collaboration requires legitimate organizers and expertise in tourism destinations. The role of the organizer is to identify and bring all legitimate stakeholders to sit down and design developments together. Local authorities could potentially perform the role of organizers, especially if assisted by local mandates or higher levels. **Fourth**, an effective community collaboration process for tourism strategic planning requires the formulation of a vision statement on the desired development and growth of of tourism.

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