

Empowerment of Local Communities in the Development of Sustainable Villages in Belumbang Tourism Village, Tabanan, Bali

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Abstract

This study aims to examine the implementation of the Community-Based Tourism (CBT) approach in empowering local communities to support sustainable tourism development in Belumbang Village, Tabanan Regency, Bali. The study employed a descriptive qualitative approach with a participatory research design. Data were collected through observation, in-depth interviews, Focus Group Discussions (FGDs), and documentation involving the Village Head, the Head of the Tourism Awareness Group (Pokdarwis), Pokdarwis members, and local community members selected using purposive sampling. The data were analyzed using the interactive analysis model of Miles, Huberman, and Saldana, which consists of data condensation, data display, and conclusion drawing and verification. In addition, SWOT analysis was employed to identify the internal and external factors influencing the implementation of community empowerment in tourism village development. The findings indicate that the implementation of the CBT approach has contributed to enhancing community capacity through the strengthening of micro, small, and medium enterprises (MSMEs), tourism education and training, human resource development, and community-based environmental management. These initiatives have increased community awareness, participation, and capacity to manage local tourism resources in a sustainable manner. However, the implementation of CBT continues to face several challenges, including limited human resource capacity, low digital literacy, inadequate destination promotion, insufficient supporting infrastructure, and fragmented environmental management. Therefore, this study recommends strengthening community capacity through continuous training and mentoring, optimizing digital tourism promotion, improving the institutional capacity of Pokdarwis, enhancing collaboration among stakeholders, and implementing community-based environmental management as strategic measures to support the sustainable development of Belumbang Tourism Village.

Keywords: Community Based Tourism, Community Empowerment, Tourism Villages, Sustainable Tourism

INTRODUCTION

Sustainable tourism has become a key paradigm in the development of the global tourism sector, especially in the face of various challenges such as environmental degradation, economic inequality, and marginalization of local communities. This concept emphasizes the balance between economic growth, environmental conservation, and socio-cultural sustainability as an inseparable unit. In recent decades, top-down approaches to tourism development have been considered less effective in creating equitable benefits for local communities, thus raising the need for alternative models that are more inclusive and participatory (Sharpley, 2020). One of the rapidly growing approaches is Community Based Tourism (CBT), which places local communities as the main actors in the process of planning, managing, and developing tourist destinations. CBT focuses not only on increasing the number of tourist visits, but also on the equitable distribution of economic benefits, the preservation of local culture, and the protection of the environment. According to (Dangi and Jamal, 2016), CBT is a strategic approach that is able to integrate Sustainable Development Goals into tourism practices through community empowerment. Community-based tourism as an organizational approach with enhanced ethical attributes, is dedicated to facilitating sustainable development, both for local communities and tourism itself (Jin, 2024). Community-based tourism (CBT) is a tourism development approach that places local communities as the main actors in the process of planning, managing, and utilizing tourism activities. This approach is not only oriented towards economic growth, but also has an ethical dimension that emphasizes social justice, community participation, cultural preservation, and environmental sustainability. Community-based tourism (CBT) is often promoted as a socially sustainable alternative to mass tourism, which aims to empower local communities through participatory planning, equitable benefit-sharing, and inclusive decision-making (Kamble, 2026).

However, the implementation of CBT in various developing countries, including Indonesia, still faces various structural and operational challenges. One of the main problems is the low quality of local human resources (HR) in managing tourism potential professionally. This includes limitations in managerial aspects, marketing, and tourism product innovation. A study by (Krittayaruangroj et al, 2023) shows that the success of CBT is highly dependent on the quality of human resources and the level of community participation in decision-making. In addition, limited access to technology and low digital literacy are also significant obstacles in the development of community-based tourism. In

today's digital era, the promotion of tourist destinations is highly dependent on digital platforms and social media. However, many local communities have not been able to make optimal use of this technology. Gretzel et al. (2015) emphasized that digital transformation in tourism is a key factor in increasing the competitiveness of destinations, especially in the context of smart tourism.

Another problem that is no less important is the weakness of local institutions in supporting community-based tourism management. Many tourism villages do not yet have a strong organizational structure, such as tourism awareness groups (Pokdarwis) that function effectively. As a result, coordination between stakeholders becomes less than optimal, thus hindering the implementation of community empowerment programs. Bramwell and Lane (2011) stated that good governance is a crucial element in ensuring the sustainability of tourism. In the Indonesian context, the development of tourism villages as part of the national tourism strategy has shown significant growth. However, the success of the development of tourist villages is not always followed by an equal improvement in the welfare of the local community. Some studies show that the economic benefits of tourism are often only enjoyed by certain groups, while some people remain in vulnerable economic conditions. This shows that there is a gap in the distribution of benefits from tourism development (Muda, 2025). Furthermore, environmental aspects are also a crucial issue in tourism development. Tourism activities that are not properly managed can cause damage to ecosystems, such as water pollution, increased waste volume, and land degradation. In this context, CBT is expected to be able to be a solution through a community-based approach that is more concerned about the local environment. Higgins-Desbiolles (2020) emphasizes that tourism must be directed towards a more socially and ecological justice approach.

As a developing village in the tourism sector, Belumbang Village located in Tabanan Regency, Bali has quite diverse potential but has not been fully utilized optimally. The natural tourism potential includes rice field activities with a subak system, agricultural and plantation activities, camping areas, campervans, tubing, and fishing. In addition, the potential for artificial tourism such as jogging tracks and cycling tracks can also be developed to support tourism activities. Other development opportunities include wellness tourism such as yoga and spiritual tourism through melukat activities. As one of the tourist villages in Tabanan Regency, the development of tourism potential has not been carried out optimally. Some locations that have tourist attractions are still not laid out or developed as tourist destinations that are ready to be visited. In addition, the existing tourism potential

has also not been promoted properly, both through digital media and other promotional media. This causes Belumbang Village to still be poorly known as a tourist village, even though it has supporting natural and cultural potential. In addition, the local economic sector In addition to problems in the tourism aspect, Belumbang Village also faces various challenges in an effort to support sustainable village development. One of the problems that is quite prominent is in the Micro, Small, and Medium Enterprises (MSMEs) sector. Some MSME actors in Belumbang Village have not innovated optimally, especially in terms of branding and product marketing strategies. The marketing reach that is still limited to the village area and its surroundings causes the products produced to not have wide competitiveness. In addition, some MSME actors have also not implemented a separate financial recording system between business finance and personal finance. This condition has the potential to hinder business management professionally and sustainably. The majority of businesses run are home-based, so business actors often face obstacles in time management because they have to divide attention between business activities and household responsibilities. In fact, MSMEs are one of the important pillars in supporting the sustainability of the community-based tourism economy. Nurlukman et al. (2025) stated that the integration between CBT and local economic development can significantly increase the economic resilience of the community. For this reason, the empowerment of MSMEs in Belumbang Village is needed to support the development of Tourism Villages.

In terms of education, the quality of human resources in Belumbang Village also still needs to be improved, especially skills in the tourism sector. This condition will be an obstacle to adopting innovation and actively participating in tourism development. Therefore, community empowerment programs that are integrated with the education sector are very important. Education has a strategic role in the development of tourism villages because it functions as an instrument to increase the capacity of human resources, strengthen community collective awareness, and form sustainable tourism governance. In the context of tourism villages, education is not only interpreted as formal education, but also includes training, community assistance, strengthening digital literacy, entrepreneurship education, and knowledge transfer based on local wisdom. Through the education process, village communities are able to improve their competence in destination management, tourism services, cultural conservation, and community-based creative economy development. Increasing community capacity through education and training is able to strengthen community participation, maintain environmental sustainability, and improve

the economic welfare of the tourism village community (Hanafi, 2024). Education also plays a role in building public awareness of the importance of preserving local culture. Thriving tourist villages often face the risk of cultural commodification and loss of local authenticity due to tourism industry pressures. Therefore, local culture-based education is necessary to instill the values of preserving traditions, customs, art, and community identity. This approach allows the community not only to become a tourist attraction, but also to become a guardian of cultural heritage that has a sustainable tourist attraction (Hanafi, 2024).

This condition indicates that tourism development in Belumbang Village has not fully reflected the principles of Community-Based Tourism (CBT), which position local communities as the main actors in tourism development. Weak local institutional capacity, limited innovation in tourism products based on local resources, and the lack of effective collaboration among the village government, Tourism Awareness Groups (Pokdarwis), Village-Owned Enterprises (BUMDes), and local business actors have restricted the economic, social, and cultural benefits that tourism can generate for the community. Consequently, there is a significant gap between the village's abundant tourism potential and the relatively low level of community empowerment.

Therefore, this research is essential to examine how community empowerment strategies can be effectively integrated into the sustainable development of Belumbang Tourism Village. Community empowerment should not merely be understood as improving individual capacities through training and assistance, but also as a process of fostering community self-reliance in managing local resources, strengthening local institutions, increasing participation in decision-making, and creating economic value while preserving cultural heritage and environmental sustainability. Accordingly, this study is expected to make both theoretical and practical contributions by proposing a tourism village development model that places community empowerment at its core. In this way, the success of sustainable tourism development should be measured not only by increasing tourist arrivals but also by enhancing the welfare, capacity, and independence of local communities as the owners and managers of the tourism destination.

METHOD

This study employed a descriptive research design with a qualitative approach. The research was conducted in Belumbang Village, Tabanan Regency, over a two-week period from January 13 to January 27, 2026. The research participants were selected using a

purposive sampling technique, whereby informants were intentionally chosen based on their knowledge, experience, and direct involvement in the development of Belumbang Tourism Village. A total of five informants participated in this study, consisting of the Head of Belumbang Village, the Chairperson of the Belumbang Tourism Awareness Group (Pokdarwis), one member of the Belumbang Pokdarwis, and two local community members actively involved in tourism activities.

The study utilized both primary and secondary data. Primary data were collected through field observations, in-depth interviews, and Focus Group Discussions (FGDs) with the selected informants. The in-depth interviews were conducted using a semi-structured format to explore issues related to community empowerment, community participation, challenges, and strategies for sustainable tourism village development in Belumbang Village. Furthermore, the FGDs involved key stakeholders, including the village government, the Pokdarwis, and representatives of the local community, to obtain a shared understanding of the village's tourism potential, existing challenges, and participatory development strategies. Secondary data were obtained from activity reports, village documents, policy documents, archival records, and relevant literature concerning tourism village development and community empowerment.

Data collection techniques included observation, in-depth interviews, Focus Group Discussions (FGDs), and documentation. The data collection process began with observations of tourism activities and community conditions in Belumbang Village. Subsequently, in-depth interviews were conducted with key informants to obtain comprehensive information regarding the dynamics of community empowerment. The findings from the interviews were further validated through FGDs to gain broader perspectives from various stakeholders and to establish consensus on strategic issues related to the sustainable development of the tourism village.

The data were analyzed using a descriptive qualitative approach based on the interactive model of Miles, Huberman, and Saldana, which consists of data condensation, data display, and conclusion drawing and verification. To strengthen the formulation of development strategies, this study also employed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The SWOT analysis was used to identify the internal strengths and weaknesses of Belumbang Village, as well as the external opportunities and threats influencing community empowerment and sustainable tourism village development.

The results of the SWOT analysis served as the basis for formulating strategic recommendations aimed at enhancing community capacity, strengthening local institutions, optimizing tourism potential based on local wisdom, and promoting sustainable tourism development.

FINDING AND DISCUSSION

Community empowerment in the development of sustainable tourism villages and active community participation are the main foundations in the development of sustainable tourism in Belumbang Village. All levels of society are involved in various roles, ranging from village leaders, MSME actors, artists, to youth who act as tour guides. Their involvement is not only limited to maintaining cleanliness and friendliness to visitors, but also in providing local lodging and being active in cultural and educational activities, such as educational agriculture programs. Since the beginning of tourism development in Belumbang Village, this collective spirit has been realized through community service, preservation of local wisdom, cultural arts, and active participation in annual events that strengthen cultural identity that is used as a tourist attraction in Belumbang Village.

Although the understanding of sustainable tourism may not be completely evenly distributed, the direct involvement of the people of Belumbang Village in tourism activities has led them to understand the concept in a practical way. Various capacity building trainings are consistently provided by the government and tourism offices, in collaboration with educational institutions. This training includes socialization of tourism village development, professional homestay management (starting from guest service, room arrangement, to communication ethics), and debriefing for tour guides, including cadets. This support ensures that the community's service standards and knowledge continue to improve, in line with the vision of sustainable tourism development.

Based on interviews with the management of Belumbang Tourism Village, the JELITA Program (Jelajah Wisata Desa Belumbang/Belumbang Village Tourism Exploration) is a strategic initiative planned to be implemented in 2026 as part of the village's sustainable tourism development agenda. The program emerged from a community service initiative conducted by a university in Bali, which identified the need to strengthen community participation and optimize the utilization of the village's tourism resources. The planning of the JELITA Program was based on the recognition that Belumbang Village possesses considerable tourism potential, yet these resources have not been managed systematically or integrated into a sustainable tourism development framework.

Prior to the introduction of the JELITA Program, Belumbang Village already possessed a wide range of natural, cultural, and agricultural attractions that could potentially support community-based tourism development. These attractions include the Tukad Yeh Ho river area, jogging tracks, scenic rice fields, agricultural activities, and the local community's cultural traditions and social practices, all of which continue to preserve local wisdom. These resources are highly compatible with the principles of Community-Based Tourism (CBT) because they offer authentic tourism experiences rooted in local culture, nature, and everyday community life. However, interview findings indicate that these tourism assets had not been comprehensively identified, properly documented, or effectively promoted. Consequently, tourism activities in Belumbang Village remained sporadic and fragmented, preventing tourism from becoming a significant source of sustainable economic benefits for the local community.

In addition to the underutilization of tourism resources, the village also faces several challenges that hinder tourism development. These include limited community knowledge regarding destination management, insufficient capacity to utilize digital technologies for tourism promotion, and the absence of integrated tourism routes connecting the village's various attractions. Furthermore, institutional coordination among tourism stakeholders had not yet been fully established, reducing the effectiveness of tourism planning and management. These conditions highlighted the need for a comprehensive program that would not only promote tourism destinations but also strengthen community capacity and institutional governance to support long-term sustainable tourism development.

Responding to these challenges, the JELITA Program was designed as one of Belumbang Village's priority development programs to be implemented beginning in 2026. Rather than functioning solely as a tourism promotion initiative, the program is intended to serve as a comprehensive community empowerment strategy based on the principles of Community-Based Tourism (CBT). It positions local communities as the primary actors throughout the tourism development process, including the identification of tourism resources, planning, destination management, tourism promotion, and evaluation. Through this participatory approach, the program seeks to ensure that tourism development generates tangible economic, social, cultural, and environmental benefits for local residents.

Conceptually, the JELITA Program has several strategic objectives. First, it aims to comprehensively identify and map the natural, cultural, agricultural, and educational tourism resources available in Belumbang Village. Second, it seeks to increase community

awareness of the economic, social, and cultural value of local resources, thereby fostering a stronger sense of ownership toward tourism development. Third, the program is designed to strengthen community capacity through continuous training and mentoring in tourism services, tour guiding, homestay management, entrepreneurship, and digital marketing. Fourth, it aims to strengthen the institutional capacity of the Tourism Awareness Group (Pokdarwis) as the primary local organization responsible for managing tourism activities. Finally, the program intends to expand the promotion of Belumbang Tourism Village through digital platforms, thereby improving destination visibility and increasing tourist arrivals.

The planned implementation of the JELITA Program consists of several interconnected stages. The first stage involves the identification and mapping of tourism resources through collaborative field surveys involving the village government, Pokdarwis, local communities, MSME actors, university academics, and students. This process is expected to produce a comprehensive database of tourism assets that will serve as the foundation for future tourism planning and destination management. Following the mapping process, tourism routes (tourism trails) will be designed to connect various attractions into integrated tourism packages that offer visitors a more comprehensive and meaningful travel experience.

The next stage focuses on strengthening digital tourism promotion. High-quality promotional materials, including photographs, videos, and digital storytelling content, will be developed to showcase Belumbang Village's unique tourism attractions. In addition, all identified tourism sites will be integrated into digital platforms such as Google Maps and the village's official social media channels, making destination information more accessible to potential visitors. These initiatives are expected to enhance the competitiveness of Belumbang Village by improving its online presence and expanding its market reach in an increasingly digital tourism environment.

Beyond destination promotion, the JELITA Program also emphasizes community capacity building through continuous education and training. Local residents will receive training in hospitality services, homestay management, tour guiding, destination interpretation, tourism package development, and digital marketing. Particular attention will also be given to involving young people as digital tourism ambassadors who can promote the village through creative content on social media and other digital platforms. This approach is expected to strengthen human resource capacity while ensuring the long-term sustainability of tourism management through youth participation.

From the perspective of community empowerment, the JELITA Program is expected to function as a catalyst for increasing community participation throughout the tourism development process. By actively involving local residents from the initial stages of tourism resource identification to destination management and promotion, the program transforms community members from passive beneficiaries into key actors in tourism development. This participatory approach reflects the fundamental principles of Community-Based Tourism, which emphasize community participation, local institutional strengthening, sustainable utilization of local resources, and equitable distribution of tourism benefits.

Overall, the JELITA Program represents a strategic response to the initial conditions of Belumbang Village, where significant tourism potential exists but has not yet been optimally developed. As a program scheduled for implementation in 2026, JELITA is expected to establish a stronger foundation for sustainable tourism development by strengthening community capacity, enhancing digital tourism promotion, improving the institutional capacity of Pokdarwis, and developing tourism products based on local resources. With continuous support from the village government, universities, tourism stakeholders, and local communities, the program has the potential to become a model of community empowerment that contributes to the development of Belumbang Village as an inclusive, competitive, community-based, and sustainable tourism destination, while preserving its cultural heritage and environmental resources for future generations.

Implementation of Sustainable Tourism in the development of Belumbang Tourism Village

The implementation of community empowerment in Belumbang Village is carried out through a Community-Based Tourism (CBT) approach, which positions local communities as the primary actors in every stage of tourism village development. Community empowerment is not merely understood as the provision of assistance or training, but as a process of enhancing community capacity so that local residents can actively, independently, and sustainably participate in managing the village's tourism potential. Through this approach, community members are not only beneficiaries but also planners, implementers, managers, and evaluators of tourism development initiatives.

The community empowerment process begins with the identification of local potentials and challenges through participatory discussions involving the village government, the Tourism Awareness Group (Pokdarwis), Village-Owned Enterprises (BUMDes), community

leaders, MSME actors, youth groups, and academics. Subsequently, various capacity-building programs are implemented through training, mentoring, and educational activities tailored to community needs. These programs include strengthening the capacity of MSMEs, developing tourism products based on local resources, providing training in tourism services, homestay management, tour guiding, digital literacy, and environmental conservation. This approach demonstrates that community empowerment is conducted progressively through the enhancement of knowledge, skills, and community capabilities to independently manage tourism village development.

Community participation is evident in various aspects of tourism village development. In the economic dimension, local residents participate through the development of MSMEs, the provision of local culinary products, handicraft production, and tourism-related services. Community members are also involved in developing tourism products that utilize natural resources, cultural heritage, and local wisdom as the village's primary attractions. In the social dimension, community participation is reflected in collective community activities (gotong royong), the management of tourism facilities, the organization of cultural events, and educational initiatives aimed at improving human resource quality. Meanwhile, in the environmental dimension, local communities are involved in household-based waste management through the implementation of the Modern Teba concept, environmental clean-up activities, and efforts to preserve natural resources as key tourism assets.

The success of community empowerment implementation is highly dependent on the roles of various stakeholders. The village government acts as a facilitator in policy formulation, budget allocation, and program coordination. The Pokdarwis serves as the primary driving force behind tourism activities by organizing community participation in tourism attraction management, promotion, and visitor services. The BUMDes supports local economic development through the management of tourism-related business units. Universities contribute through research, community service programs, training, and mentoring activities aimed at enhancing community capacity. Furthermore, local communities themselves are the key actors determining the success of empowerment initiatives through their active participation in every stage of tourism village development. The collaboration among these stakeholders reflects the implementation of the Pentahelix Model, which emphasizes synergy among government, communities, academia, businesses, and media in supporting sustainable tourism development.

Despite the implementation of various empowerment programs, several challenges remain. Inhibiting factors include limited human resource capacity, particularly in tourism business management and digital technology utilization; inadequate funding for tourism development programs; suboptimal coordination among local institutions; limited participation of some community members due to their engagement in agricultural activities; and the absence of an integrated waste management system to support environmental sustainability. In addition, destination promotion remains limited, resulting in tourist arrivals that have not yet generated optimal economic benefits for the local community.

On the other hand, several supporting factors contribute to the success of community empowerment in Belumbang Village. The village possesses significant natural, cultural, and local wisdom-based tourism resources that serve as valuable attractions. Strong support from the village government, the existence of Pokdarwis as a local tourism institution, collaboration with universities in training and mentoring programs, and the community's spirit of mutual cooperation (*gotong royong*) constitute important social capital for tourism development. This social capital strengthens community cooperation, builds trust among community members, and encourages innovation in tourism village development.

The implementation of community empowerment has made significant contributions to the realization of sustainable tourism in Belumbang Village. From an economic perspective, empowerment initiatives have increased business opportunities and income-generating activities through the development of MSMEs and tourism services. From a social perspective, empowerment has enhanced community capacity, strengthened local institutions, and encouraged greater participation in decision-making processes. From an environmental perspective, educational initiatives and waste management programs have gradually increased public awareness regarding the importance of environmental conservation as a core tourism asset. Therefore, the implementation of community empowerment through the CBT approach not only improves community welfare but also strengthens tourism sustainability through a balanced integration of economic, social, cultural, and environmental dimensions. Consequently, the sustainability of Belumbang Tourism Village largely depends on the continuity of community empowerment efforts, stronger stakeholder collaboration, and ongoing capacity building to ensure that local communities remain the central actors in inclusive and sustainable tourism development.

The Positive Impact of Empowerment Based on Community Based Tourism in Belumbang Village

The implementation of community empowerment through the Community-Based Tourism (CBT) approach in Belumbang Village has generated various positive impacts as a direct consequence of enhanced community capacity, active participation, and collaboration among stakeholders. These impacts demonstrate that community empowerment not only improves individual capabilities but also strengthens the collective capacity of local communities to manage and develop the tourism village in a sustainable manner.

1. Increased Community Participation in Tourism Village Management

As discussed in the previous section, various training programs, mentoring activities, and participatory forums involving community members in the planning, implementation, and evaluation stages have significantly increased community participation in tourism village development. Community involvement in tourism potential exploration through the JELITA Program, destination management, and the organization of village tourism activities demonstrates that the empowerment process has strengthened the community's sense of ownership toward local tourism resources.

This increased participation is reflected not only in the community's involvement in operational tourism activities but also in their growing role in decision-making processes. This finding indicates that community empowerment has transformed local residents from being merely beneficiaries into key actors in tourism development. Such transformation is essential for ensuring the long-term sustainability of tourism programs, as communities with a strong sense of ownership are more committed to maintaining destination quality and supporting the continuity of tourism development initiatives.

2. Strengthening the Economic Capacity of Local Communities

The improvement in local economic capacity is a direct outcome of community empowerment programs focusing on strengthening Micro, Small, and Medium Enterprises (MSMEs) and tourism-based entrepreneurship. Training in basic financial bookkeeping, product branding, digital marketing, and business mentoring has enhanced the managerial and entrepreneurial capabilities of local business owners.

These initiatives have not only created additional business opportunities but have also enabled communities to generate greater added value from local resources that had previously been underutilized. The integration of local products into the tourism value chain has allowed community members to receive direct economic benefits from tourism activities.

Consequently, community empowerment has contributed not only to increasing household income but also to strengthening economic self-reliance, thereby reducing dependence on traditional economic sectors and fostering a more resilient local economy.

3. Enhancing Environmental Awareness and Responsibility

Community empowerment programs focusing on environmental education, waste management awareness campaigns, and the implementation of the Modern Teba concept have encouraged positive behavioral changes in environmental conservation practices. These changes have occurred because community members increasingly recognize that environmental quality is a fundamental asset for maintaining the attractiveness and sustainability of tourism destinations.

Furthermore, community involvement in environmental management reflects the development of a collective awareness regarding the importance of preserving natural resources as long-term economic assets. Therefore, the success of environmental empowerment should not only be measured by improvements in waste management or village cleanliness but also by the emergence of environmentally responsible behaviors that support sustainable tourism development.

4. Strengthening the Sustainability of the Tourism Village

The cumulative impacts of these empowerment initiatives have contributed significantly to strengthening the sustainability of Belumbang Tourism Village. Increased community participation has fostered more inclusive tourism governance, improved local economic capacity has generated broader economic benefits for residents, and greater environmental awareness has contributed to preserving the quality of tourism resources.

In other words, the implementation of community empowerment through the CBT approach has promoted sustainability that extends beyond economic growth to encompass social and environmental dimensions. These three dimensions are closely interconnected and collectively establish the foundation for sustainable tourism development in Belumbang Village. Therefore, the success of the tourism village should not be measured solely by the increase in tourist arrivals but also by the community's ability to independently manage local resources, strengthen local institutions, and preserve environmental quality and cultural heritage as the village's primary tourism assets.

Problems and Solutions for the Implementation of CBT in Sustainable Tourism Development in Belumbang Village

The implementation of the Community-Based Tourism (CBT) approach in Belumbang Village constitutes a strategic initiative to empower local communities while advancing sustainable tourism development. By positioning the community at the center of tourism planning, management, and benefit distribution, CBT is intended to ensure that tourism contributes not only to economic growth but also to social inclusion, cultural preservation, and environmental sustainability. However, despite the progress achieved through various empowerment initiatives, the implementation of CBT continues to face several obstacles that constrain its effectiveness. These challenges are multidimensional and relate to human resource capacity, destination promotion, tourism infrastructure, institutional capacity, community participation, and environmental management. Accordingly, each obstacle requires targeted solutions that address its underlying causes while supporting the long-term sustainability of the tourism village.

1. Limited Human Resource Capacity and Capacity-Building Strategies

One of the most significant obstacles in Belumbang Village is the limited capacity of local human resources. Although community members demonstrate strong willingness to engage in tourism activities, many still lack the knowledge and professional skills required to manage tourism destinations effectively. These limitations are particularly evident in tourism service quality, destination management, homestay operations, tour guiding, product innovation, and entrepreneurship. In addition, many tourism products remain underdeveloped because local communities have limited experience in transforming cultural and natural assets into marketable tourism experiences.

Another challenge is the relatively low level of digital literacy among community members. As tourism marketing increasingly depends on digital platforms, limited ability to use information technology reduces the competitiveness of local tourism businesses and restricts market access. As a result, tourism development continues to rely heavily on conventional promotional methods, which are less effective in reaching broader domestic and international markets.

To address these challenges, continuous capacity-building programs should be prioritized within the community empowerment strategy. Regular training, workshops, and mentoring in tourism management, hospitality, destination interpretation, entrepreneurship, product development, and digital marketing are essential to improving community competencies. Collaboration with universities, tourism practitioners, government agencies, and professional organizations can further strengthen knowledge

transfer and technical support. In addition, certification programs for tour guides, homestay operators, and tourism service providers can improve service quality while enhancing community confidence and professionalism. Through sustained learning, local communities will be better equipped to manage tourism resources independently and adapt to evolving tourism trends.

2. Limited Destination Promotion and Digital Marketing

Another major obstacle concerns the limited promotion and marketing of Belumbang Village as a tourism destination. Although several promotional initiatives have been introduced, including the use of Google Maps and social media, these efforts remain fragmented and lack strategic direction. Promotional activities are generally conducted without a consistent branding strategy, resulting in limited destination visibility and low public awareness of Belumbang Village's tourism potential. The absence of professional digital marketing management also reduces opportunities to attract new tourist segments. Digital content is often produced irregularly and does not consistently communicate the village's distinctive attractions, local wisdom, and tourism experiences. Consequently, Belumbang Village has not yet developed a strong destination image capable of competing with other tourism villages in Bali.

Addressing this issue requires the development of an integrated digital marketing strategy based on community participation. A dedicated digital promotion team involving local youth, Pokdarwis members, and creative community groups should be established to manage destination branding and online communication. The optimization of digital platforms—including the official village website, Google Maps, Instagram, Facebook, YouTube, and other social media channels—should be supported by high-quality visual content and storytelling that highlight Belumbang Village's unique cultural and natural attractions. Digital marketing training should also be provided to local communities to ensure that promotional activities remain sustainable and community-driven rather than externally dependent.

3. Inadequate Tourism Infrastructure and Facility Development

Infrastructure limitations constitute another significant obstacle to tourism development in Belumbang Village. Several tourism sites remain difficult to access due to inadequate road conditions, while supporting facilities such as parking areas, public toilets, visitor information boards, and directional signage are still insufficient. These limitations negatively affect visitor comfort and overall tourist satisfaction, thereby reducing destination

competitiveness. Infrastructure development is particularly important because tourism experiences depend not only on attractions but also on accessibility and service quality. Poor infrastructure may discourage repeat visits and reduce positive word-of-mouth promotion among tourists.

A phased infrastructure development strategy should therefore be implemented based on priority needs and available financial resources. Local governments should strengthen investment in basic tourism infrastructure while encouraging partnerships with the private sector and community organizations. Community participation in infrastructure planning should also be promoted to ensure that development reflects local needs and environmental considerations. By gradually improving accessibility and tourism facilities, Belumbang Village can enhance visitor experiences while maintaining environmental sustainability.

4. Institutional Weaknesses and Organizational Strengthening

The implementation of CBT also faces institutional challenges, particularly in relation to the organizational capacity of the Tourism Awareness Group (Pokdarwis) and other community-based organizations. Weak coordination among stakeholders, unclear organizational structures, limited managerial capabilities, and the absence of long-term strategic planning reduce the effectiveness of tourism governance. Institutional weaknesses often result in overlapping responsibilities, inconsistent program implementation, and inefficient resource utilization. Without strong institutions, community empowerment initiatives may become fragmented and difficult to sustain beyond externally funded projects.

Strengthening local institutions should therefore become an integral component of the empowerment strategy. Organizational development programs focusing on leadership, strategic planning, financial management, project management, and stakeholder coordination should be implemented regularly. Clear organizational structures and defined responsibilities should be established to improve accountability and efficiency. Furthermore, partnerships with universities, local governments, and tourism organizations can provide continuous mentoring to enhance institutional resilience and governance capacity.

5. Unequal Community Participation and Inclusive Empowerment

Although community participation has increased through the CBT approach, involvement remains uneven across different community groups. Some residents actively participate in tourism development, whereas others remain less engaged because tourism is perceived as secondary to agriculture or other livelihood activities. Limited understanding

of tourism benefits, lack of confidence, and insufficient opportunities for involvement also contribute to low participation levels. This situation may lead to an unequal distribution of tourism benefits and weaken community ownership of tourism development. Sustainable tourism requires broad-based participation because community support is essential for maintaining tourism resources and ensuring long-term program continuity.

To overcome this challenge, empowerment programs should adopt more inclusive and participatory approaches. Community consultations, regular socialization programs, participatory planning meetings, and transparent decision-making processes should be strengthened to encourage broader involvement. Economic incentives should also be clearly communicated so that local residents recognize the direct benefits generated by tourism. Special attention should be given to involving women, youth, and marginalized groups to ensure that tourism development contributes to inclusive community welfare.

6. Environmental Management Challenges and Sustainable Solutions

Environmental management represents another important challenge in the implementation of CBT. Increased tourism activity inevitably generates greater volumes of waste and places additional pressure on local natural resources. Although Belumbang Village has introduced the Modern Teba concept and community-based waste management initiatives, waste management systems remain insufficiently integrated and community compliance remains inconsistent. Without effective environmental management, tourism development may ultimately undermine the environmental assets that constitute the village's primary tourism attractions. Therefore, environmental sustainability should be integrated into community empowerment efforts rather than treated as a separate activity.

A comprehensive community-based environmental management strategy should be developed through continuous environmental education, improved waste collection facilities, and the implementation of the 3R principles (Reduce, Reuse, Recycle). The Modern Teba program should be expanded as a local innovation that supports household waste management while reinforcing traditional environmental values. In addition, environmental monitoring involving community members can strengthen collective responsibility for preserving the ecological quality of the destination.

CONCLUSION

The implementation of the Community-Based Tourism (CBT) approach in Belumbang Village demonstrates that community empowerment is a key factor in achieving sustainable

tourism village development. Although various community empowerment programs have successfully increased community participation, strengthened local economic capacity, improved the quality of human resources, and enhanced environmental awareness, the effective implementation of CBT continues to face several challenges that require comprehensive and integrated solutions. Therefore, the primary priority should be strengthening community capacity through continuous training and mentoring programs in tourism management, hospitality, tour guiding, homestay management, entrepreneurship, and digital marketing. Improving the competencies of local communities will enhance their ability to independently manage tourism resources while increasing the quality and competitiveness of tourism products and services.

In addition, strengthening institutional governance, particularly the Tourism Awareness Group (Pokdarwis), should become a major focus. Establishing a clear organizational structure, defining responsibilities, developing strategic planning, and improving coordination among the village government, Village-Owned Enterprises (BUMDes), universities, and the private sector will enhance institutional capacity to manage tourism village development in a more professional and sustainable manner. From the marketing perspective, digital transformation should be optimized through the development of information technology-based tourism promotion strategies. Professional management of social media platforms, optimization of the village website and Google Maps, and the creation of high-quality digital content highlighting Belumbang Village's unique cultural heritage and local tourism potential will improve destination visibility and expand market reach.

Regarding infrastructure, continuous investment is required to improve tourism accessibility and supporting facilities, including road improvements, parking areas, public toilets, information boards, and other public amenities. Infrastructure development should be implemented gradually while actively involving local communities to ensure that it reflects local needs and adheres to the principles of sustainable tourism development. To increase community engagement, more inclusive and participatory empowerment mechanisms should be implemented through community consultation forums, greater involvement of women and youth groups, and the provision of tangible economic incentives that encourage active participation in tourism-related activities. Such an approach will ensure that the economic benefits generated by tourism are distributed more equitably across the community. Furthermore, environmental management should become a central priority in supporting the long-term sustainability of Belumbang Tourism Village.

Strengthening community-based waste management systems through the implementation of the Modern Teba concept, continuous environmental education, and the application of the 3R principles (Reduce, Reuse, and Recycle) should be consistently promoted to preserve environmental quality as one of the village's primary tourism assets.

Overall, the future success of Belumbang Tourism Village depends not only on its tourism potential but also on the ability of all stakeholders to establish sustainable collaboration. Strong synergy among local communities, the village government, Pokdarwis, BUMDes, universities, the private sector, and other relevant stakeholders is essential for overcoming existing challenges. By consistently implementing these strategic solutions, Belumbang Village will be better positioned to develop as an inclusive, competitive, adaptive, and community-based sustainable tourism destination, while simultaneously generating long-term economic, social, cultural, and environmental benefits for local communities.

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