

## Strategies for Developing Saba Village as a Community-Based Tourism Village in Gianyar Regency

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### ABSTRACT

This research identifies the development of community-based tourism in Saba Village, Gianyar Regency, with a focus on the economic, social, cultural, environmental, and political dimensions. A qualitative method was employed, involving in-depth interviews and analysis using the IFE, EFE, and Grand Strategy matrices. The results indicate high community participation in tourism activities, with local culture remaining intact without significant acculturation. Environmental management is well-implemented, although the concept of carrying capacity is not fully applied. Community participation in decision-making is quite strong, although collaboration with the private sector is still limited. Based on the grand strategy analysis, Saba Village adopts a Strength-Opportunity (SO) strategy to develop tourism based on local culture, build external partnerships, and optimize technology and community involvement, thus supporting the village's vision of becoming a peaceful, cultural, and prosperous tourist destination.

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## **INTRODUCTION**

Bali, an internationally celebrated tourist destination, has been actively engaged in enhancing its offerings and exploiting available opportunities. Its exceptional natural attributes and rich cultural heritage have elevated its profile beyond that of Indonesia, garnering the renowned titles of "The Paradise Island" and "The Island of God" (Wiwin, 2018). Most regions endeavor to develop their tourism sectors based on existing potentials or by exploring new tourism opportunities. Gianyar Regency is one such region that strives to make tourism its primary economic driver (Yasintha, 2020). Tourism development in Gianyar Regency has been characterized by its emphasis on rural ambiance and the authenticity of the local social culture. One alternative form of tourism that is grounded in environmental conservation and local community empowerment is village tourism (Herdiana, 2019).

Village tourism offers economic opportunities for rural areas and provides a viable alternative to mass tourism, thereby promoting the sustainability of villages in terms of environment, culture, and economy (Prakoso, 2013). Tourism villages provide a platform for community members to actively participate in the development of their villages (Diwyarthi, 2022). Saba Village, categorized as an emerging tourism destination, presents significant opportunities for community-driven tourism development given its abundant natural and cultural resources.

Community-based tourism is a concept that can be applied to leverage local potentials within a region (Suganda, 2018). Community-based tourism is a tourism concept that recognizes the sustainability of cultural, social, and environmental aspects. This form of tourism is managed and owned by the community for the community, aiming to help tourists increase their awareness and learn about the local community and its way of life (Indahsari, 2021). Community-based tourism development has not been fully recognized for its benefits, despite the crucial role that local communities should play in supporting tourism development (Suganda, 2018).

Observations and interviews have revealed that Saba Village is encountering difficulties in managing its tourism sector. These challenges include limited financial resources and a low level of engagement from members of the village tourism community group, which has hindered the development of creative and innovative approaches to managing and promoting local tourism assets. This finding aligns with the research conducted by Arum et al. (2022), which revealed that domestic tourist visits to rural tourism destinations remain low due to insufficient promotion resulting from limited budgets and a lack of awareness among local communities regarding the existence of such destinations.

The implementation of community-based tourism is crucial in addressing these challenges and supporting sustainable tourism development in Saba Village. The limited role of the community in managing tourism makes the concept of community-based tourism essential to implement. This study aims to identify and analyze community-based tourism development strategies in Saba Village through the economic, social, cultural, environmental, and political dimensions, which are the dimensions of CBT.

## **LITERATURE REVIEW**

### **Tourism**

Pursuant to Undang-Undang Nomor 10 tahun 2009 on Tourism, tourism is a multifaceted concept that encompasses all travel-related activities, including the development and management of tourist destinations and the supporting business infrastructure.

### **Tourism Destination**

Pursuant to Undang-Undang Nomor 10 tahun 2009 on Tourism, tourism destination is delineated as a geographically circumscribed zone encompassed within one or more administrative jurisdictions. This area is characterized by the presence of tourist attractions, public amenities, tourism infrastructure, accessibility, and a community that is mutually interdependent and synergistic in facilitating tourism development

### **Tourism Development**

Paturusi (2001), as cited in (Nainggolan & Adikampana, 2017), posits that development is a strategic approach employed to advance, refine, and enhance the tourism conditions of a particular site or attraction. The ultimate goal is to render it accessible to tourists and to generate benefits for the local community surrounding the site or attraction, as well as for governmental entities.

### **Tourism Village**

Tourism village is a specific area with unique tourist attractions and a community that can create a blend of various tourist attractions and supporting facilities to attract tourist visits (Wirdayanti et al., 2021). The criteria for a rural tourism village include the potential of tourist attractions such as natural, man-made, and cultural attractions, the existence of a community or community organization and having an institutional management, having opportunities to support the management of the tourist market, and having the opportunity for the availability of facilities and infrastructure to support tourism activities in the village.

### **Community Based Tourism**

Pursuant to the The ASEAN Secretariat (2016), Community-Based Tourism refers to a type of tourism activity that is owned and operated by the community, managed or coordinated at the community level, and contributes to community well-being by supporting sustainable livelihoods and safeguarding valuable socio-cultural traditions and natural and cultural heritage assets. Suansri (2003) presented key aspects of Community-Based Tourism (CBT) development, encompassing five dimensions:

1. Economic Dimension, with indicators such as the availability of funds for community development, the creation of jobs in the tourism sector, and the generation of income for local communities from tourism.
2. Social Dimension, with indicators of improved quality of life, increased community pride, equitable distribution of roles between men and women,

- younger and older generations, and the strengthening of community organizations.
3. Cultural Dimension, with indicators such as encouraging respect for diverse cultures, fostering cultural exchange, and integrating development practices into local customs.
  4. Environmental Dimension, with indicators such as assessing the carrying capacity of the area, managing waste disposal, and raising awareness of the need for conservation.
  5. Political Dimension, with indicators such as increasing participation from local residents, expanding community power, and ensuring rights in natural resource management.

## METHODOLOGY

This research employs a qualitative approach. The informant selection technique utilized in this study is based on non-probability sampling. The research involved 14 informants, comprising representatives from the Gianyar District Tourism Office, Saba Village Government, Saba Village Tourism Community (Pokdarwis), Saba Village traditional leaders, tourism business operators in Saba Village, and academics. All collected data were analyzed using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, which were subsequently analyzed using the grand strategy matrix to generate the Development Strategy for Saba Village as a Community-Based Tourism Village in Gianyar District.

## RESEARCH RESULT AND DISCUSSION

### Vision & Mision Saba Village

For the next six years, as outlined in the Saba Village Regional Medium-Term Development Plan (RPJMDesa) 2020-2026, the vision of Saba Village Government is to: "Realize a '**SABA**' Saba Village: Towards a Cultural and Prosperous Tourism Village." The acronym "SABA" carries the following meanings:

S = *Shanti* (Peaceful)

A = *Aman* (Safe)

B = *Berbudaya* (Cultural)

A = *Akuntabilitas* (Accountable)

From the formulation of the word "SABA", it can be concluded that the intended SABA is a more harmonious, cultured Saba, moving towards a culturally-aware tourist village, and safe and comfortable for living. In realizing the vision of Saba village development, it is achieved through 7 (seven) development missions called "SAPTAKARYA" as follows:

1. Implement the village regulations (*Perdes*) and finalize village boundary demarcation.
2. Construct a permanent village office building.
3. Strengthen the social order of Saba community towards a more peaceful Saba, in accordance with the Tri Hita Karana philosophy.
4. Ensure Saba Village remains a safe and comfortable place in terms of environmental security, health, and education.

5. Preserve and promote cultural values, artistic activities, and cultural heritage for a culturally rich Saba.
6. Promote accountable village governance in the administration of government affairs, development, and community affairs.
7. Foster the economic development of Saba Village through ecotourism, village tourism, and creative economy.

### **Identification of Community-Based Tourism Implementation in Saba Village Economic Dimension**

Since the establishment of the village tourism in 2021, Saba Village has begun to develop the tourism sector as one of its economic pillars. Of the five traditional villages in this region, only two have the potential to be developed as tourist destinations, namely Blangsinga Traditional Village and Saba Traditional Village. These two villages have begun to utilize their local assets and culture to attract tourists and increase the income of local communities. Meanwhile, the remaining three traditional villages are still in the exploration and tourism concept design phase. The limited development of tourism has resulted in the economic benefits not yet being felt by all the people of Saba Village.

Saba Village has made a substantial investment in tourism development, with annual allocations from the Village Budget consistently increasing. These funds are channeled into various initiatives to improve tourism infrastructure, empower local communities, and facilitate operational aspects of the tourism industry. The Village Customary Council plays a pivotal role in overseeing tourist attractions and enterprises, ensuring that the economic gains from tourism are equitably distributed among the local populace, fostering the village customary economy, and creating substantial employment opportunities for villagers. This approach aligns with the principles of sustainable tourism, prioritizing the well-being of local communities.

Individuals employed in the tourism sector are directly involved in the management of various tourism enterprises such as accommodations, restaurants, and tourist attractions. This involvement yields immediate economic benefits in the form of increased income and expanded employment opportunities, thereby enhancing the well-being of local communities.

### **Social Dimension**

The emergence of tourism in this village has had a positive impact on the livelihood of the local community. Improvements include increased knowledge of foreign languages, facilitating communication with tourists, and enhanced skills in tourism management. In addition to improving the quality of tourist reception, the presence of tourists has also raised community awareness of the importance of maintaining village cleanliness. The development of tourism in Saba Village has had a positive impact on newly graduated children and the unemployed, as they have been absorbed into this sector. The community of Saba Village is enthusiastic about Saba Village as a tourist village, so some community members who work in the tourism sector outside the area are trying to promote their village.

The community is given equal opportunities to participate in various aspects of tourism, regardless of gender. However, in terms of age selection, the management tends to choose people of productive age. This is an effort to ensure the sustainability and efficiency of operations in the tourism sector. Currently, the community-based tourism group (pokdarwis) does not have programs specifically designed for people working in the tourism sector. Moreover, there is still a lack of training and mentoring provided by universities to improve the quality of human resources for managing tourism in Saba Village.

### **Cultural Dimensions**

The community of Saba Village continues to maintain and preserve their local culture. This cultural preservation is evident in various traditional customs and activities that are continuously carried out by the local community. The people of Saba Village are actively involved in preserving their traditions and cultural arts through available cultural centers. One of the signature dances of Saba Village is the Legong Saba Dance, which is not only performed locally but also serves as a cultural attraction for visiting tourists. Through this activity, the community not only promotes their culture but also creates authentic and memorable tourist experiences. Thus, the implementation of community-based tourism in Saba Village has successfully integrated cultural preservation with tourism development, mutually reinforcing each other and providing sustainable benefits for the local community.

### **Environmental Dimension**

The tourist attractions in Saba Village have yet to implement the concept of carrying capacity. This is due to the suboptimal number of tourist visits, rendering the need to set visitor capacity limits unnecessary. Waste management in Saba Village is well-regulated in various tourist attractions, tourism businesses, and households. The community of Saba Village has been sorting organic and inorganic waste to facilitate the recycling process. The Saba Village community upholds environmental conservation by avoiding development that harms nature and prioritizing the preservation of natural resources. The village government and local community ensure that tourism development does not sacrifice the local ecosystem. In addition to general environmental conservation, Saba Village also has a special program for the conservation of endangered species, such as sea turtle conservation.

### **Political Dimension**

The village government and the Saba Village community-based tourism group (Pokdarwis) have opened up ample opportunities for local communities to participate in the tourism sector. The community is also involved in decision-making regarding tourism development in the village through regular meetings held during Tumpek Kuningan. However, on the other hand, the lack of cooperation with external parties is one of the obstacles in maximizing the tourism potential of Saba Village. Additionally, the village still lacks the necessary training and mentoring to develop the tourist village optimally.

In the management of natural resources, the village government has taken firm steps to ensure that the management of these resources does not cause environmental damage. The village government ensures that the use of natural resources for tourism continues to pay attention to the balance of the local ecosystem. An AMDAL or Environmental Impact Assessment is needed to assess and prevent potential negative impacts on the environment before the start of a development project.

### Identification of Internal Factors (Strengths and Weaknesses)

Internal factor identification is used to analyze strengths and weaknesses in an effort to obtain a development strategy for Saba Village. Weighting and assessment on the IFE matrix are conducted based on data collected by the researcher from various sources and focus group discussions. The factors can be identified as strengths and weaknesses in Table 1 as follows:

Table 1. Internal Factor Evaluation (IFE)

No	Strengths	Weight	Rating	Score
1	Community involvement in the tourism sector has created significant job opportunities for local residents.	0,080	4	0,320
2	Synergy between the Village Government, Traditional Village, and Community-Based Tourism Group (Pokdarwis) in managing and developing tourism.	0,070	4	0,280
3	Local communities still preserve their local culture.	0,073	4	0,292
4	There is an allocation of funds budgeted by the Village Government for the development of the tourism sector.	0,070	4	0,280
5	The community of Saba Village has a concern for conservation and the environment.	0,058	3	0,174
6	There is supervision of the development and management of natural resources in an effort to maintain environmental sustainability.	0,068	3	0,204
7	Saba Village is the only village in Gianyar Regency that has sea turtle conservation.	0,0700	4	0,280
8	The availability of supporting tourism facilities such as restaurants, accommodations, souvenir shops, etc.	0,055	4	0,220
<b>Total Factor Strengths (S)</b>				<b>2,05</b>

No	Weaknesses	Weight	Rating	Score
1	Uneven development of the tourism sector across the traditional villages in Saba Village.	0,090	1	0,090
2	Absence of programs implemented by the Pokdarwis and traditional village for human resource development.	0,079	2	0,158
3	Limited competency enhancement training received by both the Pokdarwis and local community regarding tourism.	0,072	3	0,216
4	Lack of tour packages and cooperation with travel agents to attract tourists.	0,075	2	0,150
5	Insufficient activity of Pokdarwis members.	0,080	2	0,160
6	Suboptimal utilization of social media as a means of village promotion.	0,060	3	0,180
<b>Total Factor Weaknesses (W)</b>				<b>0,95</b>
<b>Strengths - Weaknesses</b>				<b>1,1</b>

Based on the Internal Factor Evaluation (IFE) matrix, it is evident that the strength factors outweigh the weakness factors. The difference between the internal factors of Saba Village is 1,10.

#### Identification of External Factors (Opportunities and Threats)

External factor identification is necessary to analyze opportunities and threats as an effort to obtain a development strategy for Saba Village. The External Factor Evaluation (EFE) matrix is calculated using the same method as the Internal Factor Evaluation (IFE) matrix.

Table 2. External Factor Evaluation (EFE)

No	Opportunities	Weight	Rating	Score
1	New job opportunities for local communities in sectors such as accommodation, micro/small/medium enterprises (MSMEs), and other tourism services.	0,100	4	0,400
2	Technological advancements can be leveraged for promotion through social media and available online applications.	0,095	3	0,285
3	Opportunities to forge partnerships with external parties for village development.	0,090	3	0,270
4	Opportunities to collaborate with academics/government in capacity building for tourism management.	0,087	3	0,261
5	The green tourism village concept serves as a strength of Bali's tourism.	0,078	3	0,234

6	Readily accessible with clear signage leading to the tourist village.	0,082	4	0,328
<b>Total Factor Opportunities (O)</b>				<b>1,77</b>
No	Threats	Weight	Rating	Score
1	The existence of competition with similar tourist destinations in other regions.	0,110	2	0,220
2	A territorial dispute between Saba Village and Pering Village over the Saba Beach area.	0,096	2	0,192
3	Overtourism has induced socio-cultural challenges, manifested in altered behaviors among local communities due to tourist-host interactions.	0,086	2	0,172
4	The proliferation of industries in the Saba Village area has resulted in land-use conversion.	0,076	3	0,228
5	The influx of tourists who disregard local customs poses a threat to the erosion of the community's cultural heritage.	0,081	2	0,162
<b>Total Factor Threats (T)</b>				<b>0,97</b>
Opportunities - Threats				<b>0,80</b>

Based on the EFE matrix, opportunities outweigh threats. The net difference of the company's external factors in Saba Village is 0.80.

**Strategy for Developing Saba Village as a Community-Based Tourism Village in Gianyar Regency**

Based on the results of the IFE and EFE matrices, it was found that strengths (2.05) were greater than weaknesses (0.95) and opportunities (1.77) were greater than threats (0.97). Therefore, the next step was to determine the strategy using a Cartesian diagram as shown in Figure 1.1 below:

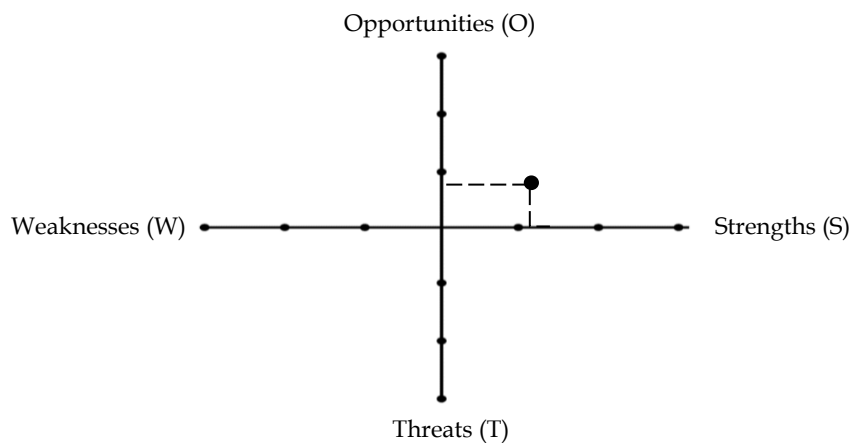


Figure 1. Cartesian Diagram of Grand Strategy Analysis for Community-Based Tourism Development in Saba Village

Based on Figure 1.1, it is known that the development of community-based tourism in Saba Village is currently positioned on the Opportunities and Strengths axis, namely in quadrant I. The appropriate strategy to be implemented is S-O, where Saba Village can optimize its strengths to take advantage of existing opportunities while considering all possible threats. The strategies that can be applied in this case include:

1. Developing and optimizing community involvement in village tourism programs.

To develop tourism packages, the management can identify and compile various activities and attractions that can be offered, such as trekking, sea turtle release, and local cultural tours in Saba Village. Cooperation with travel agents is also carried out to market these packages more widely so that they can attract tourists from outside the area. Additionally, promotion can also be done through various online and offline platforms to increase the visibility of these tourism packages.

This strategy is relevant to Saba Village's vision of becoming a peaceful, safe, cultural, and accountable tourist village. By developing ecotourism packages that utilize local potential, Saba Village actively involves the community in economic activities. This supports the village's mission to develop an ecotourism-based economy and create new job opportunities for local people.

2. Optimizing the involvement and synergy among village governments, traditional villages, and community-based tourism groups (Pokdarwis) in designing and implementing human resource training programs to improve the quality and competence of the tourism sector.

To optimize synergy among Village Governments, Traditional Villages, and Pokdarwis, training can be conducted for all parties involved in planning and implementation. Training programs should include improving skills in service, tourism management, and cultural preservation. This training can be conducted periodically with the involvement of experts or external training institutions to ensure quality. This strategy supports Saba Village's vision of creating a safe and comfortable environment and strengthening the social order in accordance with the Tri Hita Karana philosophy. Saba Village can ensure that tourism management is carried out professionally and sustainably by optimizing the synergy of various parties in designing and implementing training programs.

3. Leveraging digital technology and social media to enhance the promotion of Saba Village as a tourist destination that highlights cultural preservation and environmental sustainability.

The village can promote itself through the use of digital technology and social media by creating content such as videos and photos showcasing the natural beauty, local culture, and conservation efforts. This content can be published on platforms like Instagram, Facebook, and the village's website to attract tourists. This supports the village's mission to develop an ecotourism-based economy by attracting visitors who are conscious of the importance of environmental and cultural preservation. Digital technology can also reach a

wider audience and present itself as a modern tourist destination that still values traditional values.

4. Integrating human resource training programs with collaboration from academics and external institutions to enhance the capacity of the community and community-based tourism groups (Pokdarwis) in sustainable tourism management.

The village can establish partnerships with academics in developing tourism management training programs and innovations in tourism products and services. This program aims to enhance the capacity of the community and Pokdarwis. This strategy is aligned with Saba Village's vision to become a peaceful, safe, and culturally rich tourist village by ensuring that tourism management is conducted with a sustainable approach. The village can ensure that the knowledge and skills acquired are up-to-date and relevant to current practices in the tourism industry. This also supports the village's mission to enhance the capacity of local human resources in managing sustainable and professional tourism.

5. Building and strengthening partnerships with external stakeholders for the development of tourism infrastructure and promotion strategies, and leveraging the economic potential of Saba Village as an emerging tourist destination.

Saba Village can forge partnerships with government agencies, academics, and the private sector to enhance the necessary tourism infrastructure, such as road access, accommodation facilities, and tourism information centers. The development of this infrastructure should involve the village community in planning and implementation to ensure that it aligns with local needs and aspirations. For instance, in the construction of new facilities, village members can be involved in construction work or facility management, providing them with direct economic benefits.

This strategy is in line with Saba Village's vision of becoming a cultural and prosperous tourist village that prioritizes accountability and the preservation of local values. By strengthening community-based tourism (CBT) partnerships, the village can ensure that tourism development is conducted in a manner that supports economic, social, and environmental sustainability.

## CONCLUSIONS AND RECOMMENDATIONS

Saba has demonstrated a serious commitment to tourism development. This is evidenced by the allocation of funds budgeted for tourism development. However, to date, not all members of the community have benefited from tourism, as the tourism sector has only developed in certain traditional villages. The growth of tourism has led to an improvement in the quality of life for both men and women, as well as the young and old generations. The community has successfully maintained and preserved local culture without undergoing acculturation. Environmental management has also been effective, although the concept of carrying capacity has not been fully implemented. The high level of community participation in decision-making has strengthened tourism management, although collaboration with the private sector remains limited.

From the results of the IFE & EFE analysis and the Grand Strategy Matrix, the development of Saba Village is directed towards an S-O (Strengths - Opportunities) strategy. Therefore, Saba Village needs to capitalize on its position to develop culture-based ecotourism and build external partnerships. Optimizing community involvement, synergy among stakeholders, and the use of digital technology will drive the village's economic growth. This strategy supports Saba Village's vision of becoming a peaceful, cultural, and prosperous tourist destination, while preserving local values in the face of modern tourism challenges.

#### **ADVANCED RESEARCH**

Further research based on this title could focus on evaluating the impact of implementing the Strength-Opportunity (SO) strategy on the economic and social welfare of the Saba Village community. This research could concentrate on measuring the effectiveness of cooperation with external parties in developing tourism infrastructure and promotion, and analyzing how community involvement in tourism management affects the preservation of local culture and environment. Additionally, it could examine the village's adaptation to the challenges of sustainable tourism and the potential for developing digital innovations in promotion.

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