

Research Article

Strategy For Empowering Tourist Village Communities Towards Sustainable Communities In Bongkasa Pertiwi, Badung

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Abstract: This study examines the development of community-based tourism villages as a foundation for sustainable development aligned with the Sustainable Development Goals (SDGs). Bongkasa Pertiwi Tourism Village in Badung Regency has significant tourism potential, but its community empowerment strategies are suboptimal. The objectives of this study include analyzing the implemented empowerment strategies, identifying supporting and inhibiting factors, and evaluating the strategies' contribution to the formation of a sustainable community. Using a qualitative approach, the study involved village communities, tourism managers, and the local government as key informants. Data were collected through in-depth interviews, participant observation, and documentation, then analyzed using data reduction, data presentation, and conclusion drawing techniques. The results indicate that empowerment strategies include capacity building training, strengthening village institutions, and developing local culture-based attractions. The main supporting factors are community solidarity, government support, and natural and cultural potential. Conversely, limited human resources (HR), access to funding, and suboptimal promotion are inhibiting factors. Nevertheless, the empowerment strategies in Bongkasa Pertiwi have positively contributed to sustainable community development, although further managerial and economic optimization remains crucial.

Keywords: Bongkasa Pertiwi; Community Empowerment; Human Resources; Sustainable Communities; Tourism Villages.

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1. Introduction

Tourism is a fundamental sector for national development, particularly in Indonesia. Bali, as an international tourism destination, faces the imperative of balancing economic growth with environmental sustainability and community well-being (Ardani et al., 2024). In this context, *Community-Based Tourism* (CBT) is a strategic approach that positions local communities as central actors in tourism management. Through CBT, communities transition from objects to subjects of development, which is expected to increase their capacity, independence, and well-being. This approach aligns with the Sustainable Development Goals (SDGs), particularly SDG 11, which focuses on Sustainable Cities and Communities (Abreu et al., 2024).

Bongkasa Pertiwi Village in Badung Regency was officially designated as a Tourism Village based on Badung Regent Regulation Number 47 of 2010. This village has significant potential for community-based tourism development, supported by its natural beauty, local wisdom, and preserved culture (Suwena & Widyatmaja, 2021). However, actual conditions on the ground indicate that community empowerment strategies have not been optimally implemented. Previous research indicates that Bongkasa Pertiwi Village's readiness to develop community-based tourism still faces obstacles, particularly in socio-economic and managerial aspects, which are relatively weak compared to social and environmental aspects (Suwena &

Widyatmaja, 2021). This indicates a gap between the ideal aspirations of tourism villages as agents of welfare through sustainable tourism and the reality, which is still marked by various structural issues. Challenges faced in developing tourism villages are not only limited to managerial capacity but also include the level of participation and distribution of benefits. Studies at various destinations in Indonesia show that CBT development is often hampered by weak local institutions, limited coordination between stakeholders, and the dominance of external actors, which can diminish the active role of the community (Ristiawan et al., 2023). Similar conditions could potentially occur in Bongkasa Pertiwi, where local communities have not been fully integrated into strategic planning and decision-making related to tourism development.

The dynamics of post-pandemic global tourism demand a more inclusive, resilient, and sustainable development model. Bali, significantly impacted by the COVID-19 pandemic, underscores the vulnerability of an economy overly reliant on the tourism sector. Therefore, strengthening local communities through community empowerment strategies in tourism villages is essential for realizing resilient and sustainability-oriented tourism (Ardani et al., 2024). Based on a literature review, research on tourism villages in Bali largely focuses on marketing, attractiveness, or quantitative analysis of development readiness (Paramartha & Dewi, 2023). However, qualitative studies specifically exploring community empowerment strategies for realizing a sustainable community (SDG 11) in Bongkasa Pertiwi Village are still rare. Therefore, this research offers novelty in its analytical focus, approach, and theoretical and practical contributions.

The specific objectives of this study are to: (a) describe the forms of community empowerment strategies implemented in Bongkasa Pertiwi Tourism Village, Badung; (b) identify supporting and inhibiting factors in the implementation of these strategies; and (c) analyze the contribution of community empowerment strategies to the realization of sustainable communities (SDG 11) in Bongkasa Pertiwi Tourism Village, Badung. The theoretical benefits of this study include contributions to the CBT literature with a focus on empowerment strategies, academic references for SDG 11, and new qualitative perspectives that emphasize local community narratives. Empirically, the research results can serve as recommendations for local governments, tourism village managers, and communities for more participatory and inclusive development (Abreu et al., 2024).

2. Materials and Method

This study adopted a descriptive qualitative research design, aiming to provide an in-depth overview of social phenomena and community empowerment strategies in developing a tourism village towards a sustainable community in Bongkasa Pertiwi Village (Huong et al., 2020). This approach allows the researcher to act as the primary instrument, interacting directly with research subjects to extract rich, narrative, and contextual data in accordance with local social and cultural dynamics. Data analysis was conducted inductively, including data reduction, classification, presentation in narrative or matrix form, and drawing conclusions to understand the meaning, patterns, and relationships between empowerment strategies and tourism village sustainability.

The research location is Bongkasa Pertiwi Village, Abiansema District, Badung Regency, Bali Province. This village was chosen for its rich, sustainable Balinese culture, natural resources (rivers, rice fields), and agricultural and handicraft activities, which are characteristic of the community's economy. Bongkasa Pertiwi also offers tourist attractions such as whitewater rafting and cultural tourism, demonstrating the community's active involvement in managing local potential. Geographically, the village is located in the central part of Bali Island and can be reached in approximately 45–60 minutes from I Gusti Ngurah Rai International Airport, with a distance of approximately 25–30 km via easily accessible land routes (Suwena & Widyatmaja, 2021). The type of data used is descriptive qualitative, in the form of words, narratives, actions, documents, images, and recordings that describe social phenomena in depth (Isdarmanto et al., 2020). Data sources consist of primary and secondary data. Primary data was obtained directly from key informants such as community leaders, local tourism operators, artisans, and village officials through in-depth interviews, participant observation, and direct field interactions. Secondary data included documents, archives, village reports, and academic literature relevant to the topics of community empowerment and sustainable community development.

The research instruments used included a voice recorder, a mobile phone camera, a field notebook, an observation checklist, and an interview guide. The interview guide was developed based on the research focus to ensure the interview process was directed and aligned with the objectives. The data collection techniques applied were: (a) Observation, namely direct observation of the activities, behavior, social interactions, and situations of the Bongkasa Pertiwi Village community in tourism village development activities; (b) In-depth interviews, conducted directly with key informants to obtain information regarding strategies, challenges, and efforts to develop a sustainable tourism community; (c) Documentation, to collect secondary data in the form of documents, archives, reports, photographs, and other relevant written sources; and (d) Focus Group Discussions (FGDs), involving small groups of community members and stakeholders to discuss strategic issues regarding community empowerment and sustainable tourism village development (Putra & Pitana, 2024).

The collected data were analyzed using qualitative descriptive analysis, through the stages of data reduction (selecting and simplifying data), data presentation (organizing data in narratives, tables, or charts), as well as drawing conclusions and verification. In addition, a SWOT analysis (*Strengths, Weaknesses, Opportunities, Threats*) was used to identify internal and external factors that influence the sustainability of the management of Bongkasa Pertiwi Tourism Village. The results of the SWOT analysis were then arranged in a matrix to formulate alternative community empowerment strategies, namely the SO strategy (utilizing strengths for opportunities), ST (using strengths to overcome threats), WO (minimizing weaknesses by utilizing opportunities), and WT (taking defensive actions to face threats) (Morgan, 2006).

3. Results and Discussion

Profile of Bongkasa Pertiwi Village

Bongkasa Pertiwi Village, located in Abiansemal District, Badung Regency, Bali, is a plateau with an elevation of 312 meters above sea level. The village has a humid tropical climate, characterized by high rainfall (2000-3000 mm per six months) and an average temperature of 30-35°C. Geographically, the village is strategically located approximately 20 kilometers from the center of Denpasar and directly connected to the tourist areas of Ubud and Canggu, making it easily accessible. The village borders the North (Carangsari Village), East (Kedewatan Village, Ubud), South (Bongkasa Village), and West (Taman Village), with an area of approximately 364 hectares (Suwena & Widyatmaja, 2021).

The history of Bongkasa Pertiwi Village began with the expansion of Bongkasa Village, which previously consisted of 13 Banjar Dinas and 3 Traditional Villages with a population of 7,627 people and an area of 6.3 km². The aspirations of the people of Banjar Karang Dalem I, Karang Dalem II, and Tegal Kuning to form their own village were finally realized through a village council meeting. The name "Bongkasa Pertiwi" was chosen to honor the village's origins in Bongkasa and reflect the philosophy of "Pertiwi," meaning land or earth, as one of the five elements of the five great virtues. Currently, Bongkasa Pertiwi Village covers an area of approximately 157 hectares with a population of approximately 2,504 people. The majority of the population is engaged in agriculture and tourism, utilizing the flow of the Ayung River that flows through the village area. The village consists of three main banjars: Karang Dalem I, Karang Dalem II, and Tegal Kuning (Suwena & Widyatmaja, 2021).

Tourism Potential of Bongkasa Pertiwi Village

Bongkasa Pertiwi Village currently holds the status of a "Developing" tourist village. Its tourism potential includes natural beauty (Ayung River, valleys, rice fields, forests) and cultural richness. Various types of tourism such as *Nature*, *Adventure*, *Eco*, and *Wellness Tourism* have been developed. Main attractions include white water rafting, *ATV riding*, giant swings, *scenic drives*, cycling, and *Safari Tours* with classic vehicles. In terms of culture and education, the village offers *the Lesung Bali Cooking Class*, *Biogas House* as an education center for organic waste management, Bali Starling Breeding, Ganesha Coffee, and Trigona Honey Bee Farm. The Ayung River Valley area is also ideal for yoga, meditation, spa, and outdoor camping (Paramartha & Dewi, 2023).

Supporting facilities *include* accommodations, mostly managed by the local community (Amara Giri 1 Villa, Pondok Mesari, Zen Hideaway), eateries (Warung Nyanyad, Lekaja Restaurant, Warung Than Lychee), and Tegal Coffee, a convenience store, with a policy

prohibiting modern minimarkets. Souvenirs are sold by street vendors in the tourist area. Health facilities, including a sub-health center (Puskesmas), are available, but an official travel agent and tourist information center are still under development (planned for completion in 2025). Accessibility is relatively easy with good road conditions, although directions from the main road still need improvement. Public transportation is not yet available, so tourists generally use private or rental vehicles. Basic amenities such as electricity and clean water are adequate, with digital access via Google Maps and village social media available, although not always updated (Suwena & Widyatmaja, 2021).

Supporting institutions (*ancillary*) such as the Mandala Sari Village-Owned Enterprise (Bumdes), the Tourism Village Management, and the Tourism Awareness Group (Pokdarwis), demonstrate strong commitment. However, coordination between institutions remains limited due to time constraints. Coordination typically occurs only when an activity or event is planned. With its combination of natural beauty, exciting adventures, cultural preservation, and environmental education, Bongkasa Pertiwi Village is a clear example of community-based sustainable tourism that benefits both tourists and local residents (Aryawan & Suryawan, 2023).

The Relationship between Participation Theory, *Capacity Building*, and Inclusivity in Community Empowerment

The relationship between the development of Bongkasa Pertiwi Tourism Village and *the Ladder of Participation theory* (Arnstein, 1969) is highly relevant. Villagers are no longer merely passive objects, but have transformed into active subjects in tourism management. This involvement manifests itself in the management of attractions such as whitewater rafting, the provision of accommodation and local cuisine, and participation in village institutions such as the Mandala Sari Village-Owned Enterprise (BUMDes) and the Tourism Awareness Group (Pokdarwis). Through these institutions, the community is actively involved in the planning, implementation, and evaluation of tourism activities alongside the village government. The training provided, such as *guiding*, *hospitality*, and tourism management, significantly increases their capacity, moving them from tokenism to partnership and delegated power (Arnstein, 1969).

The empowerment process in Bongkasa Pertiwi also aligns with the theory of *Capacity Building* (Eade, 1997). Capacity building focuses not only on improving technical skills but also on strengthening social structures, organizational capabilities, and community awareness of their role as agents of development. Continuous training, inter-agency coordination, and the development of local potential based on Balinese culture demonstrate an increased community capacity for meaningful participation. This aligns with the capacity dimension, which encompasses the ability to act collectively, build relationships, acquire resources, adapt to change, and achieve development goals (Eade, 1997; Morgan, 2006).

Furthermore, the theory of inclusivity in decision-making (Chambers, 1997) is highly visible in Bongkasa Pertiwi. Inclusive development creates space for active participation from various levels of society, including village government, traditional leaders, youth, women, and MSMEs. The decision-making process is no longer *top-down*, but rather shifts toward a deliberative model that accommodates the aspirations of all parties and ensures equitable distribution of benefits. This principle is crucial in community-based tourism, as management dominated by a select group has the potential to create social inequality (Chambers, 1997; Cornwall, 2008). The integration of these three theories illustrates the ongoing social transformation, where the Bongkasa Pertiwi community is becoming increasingly independent, inclusive, and sustainable in managing its tourism village. True participation not only benefits from tourism but also provides the capacity, space, and a significant role in determining the direction of independent management (Pretty, 1995).

Forms of Community Empowerment Strategies Implemented

The community empowerment strategy in Bongkasa Pertiwi Tourism Village focuses on capacity building and professionalism. This involves direct community participation in the management of various tourist attractions, such as *swings*, ATVs, and whitewater rafting, which are the village's main attractions. Tour guide training is provided to improve the skills and professionalism of residents, ensuring the provision of educational and satisfying services to tourists (Huong et al., 2020). Efforts to strengthen coordination between village institutions are also being made to support more effective and efficient tourism management.

Furthermore, the development of supporting infrastructure, such as eco-friendly accommodations and dining facilities, as well as promotions through social media and collaboration with *online travel agents*, are integral parts of this strategy to expand market access and increase tourist visits. The implementation of Standard Operating Procedures (SOPs) for tourism services is also a crucial component for sustainable community empowerment, enabling villages to play an active role in the management, development, and promotion of tourist villages, while simultaneously enhancing their competitiveness as leading destinations in Badung Regency (Isdarmanto et al., 2020).

Supporting and Inhibiting Factors in the Implementation of Community Empowerment Strategies

Based on the internal factors identified in the research report, Bongkasa Pertiwi Tourism Village possesses several key strengths. Its stunning natural beauty, including expanses of green rice paddies, pristine valleys, and the Ayung River, renowned for whitewater rafting, is a key asset. High community awareness of sustainable tourism is reflected in practices such as recycled waste management, biogas production, and the Bali Starling breeding program, which serves as an educational attraction. Support for local culture, such as the Kecak Lansia dance, enhances the village's cultural appeal. Adequate basic infrastructure, including good roads, electricity, clean water, and healthcare facilities, also supports development. Active village institutions, such as the Mandala Sari Village-Owned Enterprise (Bumdes), the tourism village management, and the Tourism Awareness Group (Pokdarwis), play a crucial role in sustainable tourism development (Aryawan & Suryawan, 2023).

However, there are also several weaknesses that need to be addressed. Limited community skills in destination management and the unprofessional and uneducated quality of tour guide services are major obstacles. Limited supporting infrastructure, such as environmentally friendly accommodations, dining facilities, and healthcare facilities, as well as the absence of pharmacies and authorized travel agents, impact tourist comfort. A lack of adequate signage from main roads can complicate access. Suboptimal coordination between village institutions and poorly integrated digital promotion are also issues. Minimal direct financial support for the Tourism Awareness Group (Pokdarwis) further exacerbates the situation (Suwena & Widyatmaja, 2021). With systematic and collaborative improvements, Bongkasa Pertiwi Village has the potential to become a more competitive, sustainable tourism destination and provide economic benefits to the local community. These factors, based on an average score assessment (3.21 overall), indicate that internal strengths outweigh weaknesses, although optimization is needed (Astuti & Purnawati, 2024).

SWOT Analysis and Strategy

A SWOT analysis of Bongkasa Pertiwi Tourism Village reveals a strong foundation but is accompanied by various challenges. Strengths include unique natural and cultural potential (Ayung River, local arts such as Calonarang, Kecak Lansia, Kunti Seraya, and percussion and dance training), high community participation (mutual cooperation, deliberations), strategic location, village government support (English courses, "One Family One Graduate" scholarships), a predominantly local workforce, good inter-institutional collaboration (Pokdarwis, BUMDes, Karang Taruna, Traditional Village), and environmentally friendly innovations (biogas, TPS 3R). The Tri Hita Karana philosophy integrated into the community's daily lives, including the subak irrigation system, is a valuable asset (Paramartha & Dewi, 2023).

Weaknesses include limited professional human resources (minimal advanced training), lack of active Pokdarwis members due to busy personal businesses, limited inter-institutional coordination and service time, tourism promotion that still relies on social media and has not been integrated, minimal direct financial support for Pokdarwis, irregular cultural activities (for example, art performances at the Yellow Garden), and dependence of tourism businesses on individual investors.

Opportunities consist of support from local and district governments (CSR programs, MSME training), development of new tourism infrastructure (art markets, jogging tracks, tourist bridges, environmentally friendly electric cars), wildlife conservation programs (Bali Starling) and innovative waste management, potential for sustainable collaboration with universities (IPBI), post-pandemic global tourism trends that support community-based tourism and ecotourism, and the involvement of village youth (Sekaa Teruna and Karang Taruna).

Threats include high competition with surrounding destinations (Ubud) that offer similar activities, the potential dominance of individual investors that could displace the role of the community, the risk of loss of cultural authenticity due to the commercialization of attractions, fluctuations in the number of tourists post-pandemic and economic dependence on the tourism sector, limited time and energy for the community to be actively involved in Pokdarwis institutions, and potential environmental problems if adventure tourism activities are not regulated with conservation principles (Rico & Peterek, 2024).

Based on this analysis, the following strategies were formulated: The SO (Strength-Opportunity) strategy leverages natural and cultural potential to develop community-based ecotourism through youth human resource training, digital promotion, and collaboration with village institutions. This involves developing integrated tourism packages that combine natural attractions with cultural experiences, as well as enhancing the capacity of local human resources through village government support and scholarship programs. The WO (Weakness-Opportunity) strategy addresses human resource and coordination limitations by enhancing youth professionalism and participation through management and digital marketing training, as well as inter-institutional synergy forums. Comprehensive and certified training programs are key, in collaboration with universities or relevant agencies. The ST (Strength-Threat) strategy addresses competition and commercialization risks by building a unique identity based on local values, such as *branding* "Sustainable Community-Based Tourism Village" and developing special interest tourism packages. Investor engagement regulations and an annual cultural events calendar are also crucial to maintaining authenticity. The WT (Weakness-Threat) strategy reduces economic and environmental impacts through economic diversification, strengthening MSMEs, implementing green tourism, and preserving culture/ecology. This includes diversifying revenue sources through local MSMEs, strengthening institutional capacity through financial management training, and developing sustainable tourism guidelines (Putri et al., 2024).

This strategy is also outlined in the short term (1–2 years) and long term (3–5 years), with a focus on empowering millennial and Gen Z human resources (language training, hospitality, digital content; establishment of a Youth Tourism Council), digitalization of promotion (village website and social media; integrated reservation system), collaboration of village institutions (monthly forum; independent tourism village), preservation of culture and nature (regular arts revitalization; Tri Hita Karana education center), local economic independence (development of young MSMEs; diversification via educational tourism), and sustainable environmental management (socialization of green tourism; certification of "Green Tourism Village"). The main strategies include the establishment of the Bongkasa Millennial & Gen Z Hub, the "Live the Tri Hita Karana Way" campaign, development of *Green Adventure & Culture Trail packages*, the Village Arts Generation Program, the Village Circular Economy, and academic/CSR partnerships (Astuti & Purnawati, 2024).

4. Conclusion

The development of the Bongkasa Pertiwi tourism village has shown positive progress, driven by active community participation and support from village institutions. The implemented empowerment strategy focuses on increasing human resource capacity, strengthening institutions such as Village-Owned Enterprises (BUMDes) and Tourism Awareness Groups (Pokdarwis), and preserving local culture based on the Tri Hita Karana philosophy. Key supporting factors identified include the area's significant natural and cultural richness, consistent government support, and strong community social solidarity. However, the implementation of this strategy also faces significant obstacles, such as limited professional human resources in tourism management, suboptimal coordination between institutions, and a lack of integrated digital promotion to reach a wider market. Overall, however, the community empowerment strategy in Bongkasa Pertiwi has made a positive contribution to the realization of a sustainable community. To achieve its full potential and ensure that tourism benefits are more equitably distributed across all levels of society, further optimization of managerial and economic aspects remains crucial (Abreu et al., 2024). To support the sustainability and quality improvement of Bongkasa Pertiwi Tourism Village as an independent and inclusive destination, several recommendations can be made. First, the village government and tourism managers are advised to strengthen ongoing training programs for the community. This training should cover tourism management, foreign language proficiency, and digital marketing skills to enhance the tourism village's competitiveness in the global market. Second, it is necessary to formalize and improve the

effectiveness of coordination between village institutions, such as the Tourism Awareness Group (Pokdarwis), Village-Owned Enterprises (BUMDes), and Youth Organizations (Karang Taruna), through the establishment of regular coordination forums. This will ensure that development strategies are more synchronized, integrated, and responsive to community needs. Third, promotional efforts must be expanded, particularly through digital platforms and *storytelling approaches* that highlight the village's unique culture and eco-friendly tourism practices. This strategy will effectively attract a segment of tourists oriented towards sustainability and authentic experiences. Fourth, the local government is expected to expand access to funding and provide more adequate infrastructure support. This support is crucial for Bongkasa Pertiwi Village to optimally develop into a model for a sustainable, community-based, independent, and inclusive tourism village (Rico & Peterek, 2024).

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