Government Strategy towards Community Based Tourism in The Management of Seven-Level Waterfall in Bukit Berantai Village, Batang Asai District, Sarolangun Regency

Strategi Pemerintah terhadap *Community Based Tourism* Dalam Pengelolaan Air Terjun Tujuh Tingkat Desa Bukit Berantai Kecamatan Batang Asai Kabupaten Sarolangun

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Abstract

This study examines the implementation of Community-Based Tourism (CBT) around the Seven Level Waterfall in Bukit Berantai Village, Batang Asai District, Sarolangun Regency, and evaluates the strategic role of local and village governments in developing sustainable community-based tourism. The research addresses the critical need for effective government strategies in managing tourism destinations that empower local communities while preserving environmental and cultural heritage. Using a qualitative research approach, this study conducted in-depth interviews with local government officials, village administrators, tourism stakeholders, and community members to gather comprehensive insights into current management practices and challenges. Data collection involved systematic field observations, participatory research methods, and thorough analysis of tourism-related policy documents and regulatory frameworks. The theoretical foundation integrates tourism management principles with SWOT analysis methodology to identify internal strengths and weaknesses alongside external opportunities and threats facing the destination. Findings reveal that while the Seven Level Waterfall possesses significant natural tourism potential, current management faces substantial challenges including inadequate infrastructure, limited accessibility, insufficient promotional activities, lack of professional tourism services, and poor connectivity. The study identifies key strategic principles essential for sustainable tourism development, emphasizing community ownership, participatory decision-making, equitable benefit distribution, environmental conservation, and cultural preservation. Results demonstrate that effective government intervention as both facilitator and regulator is crucial for establishing comprehensive tourism management frameworks that enhance community empowerment, economic development, and destination sustainability, ultimately contributing to the broader goals of rural development and poverty alleviation.

Keywords: Strategy, Management, Community Based Tourism, Jambi.

Abstrak

Penelitian ini mengkaji implementasi Pariwisata Berbasis Masyarakat (Community-Based Tourism/CBT) di sekitar Air Terjun Tujuh Tingkat di Desa Bukit Berantai, Kecamatan Batang Asai, Kabupaten Sarolangun, serta mengevaluasi peran strategis pemerintah daerah dan desa dalam mengembangkan pariwisata berbasis masyarakat yang berkelanjutan. Penelitian ini mengangkat kebutuhan kritis akan strategi pemerintah yang efektif dalam mengelola destinasi pariwisata yang memberdayakan masyarakat lokal sambil melestarikan warisan lingkungan dan budaya. Menggunakan pendekatan penelitian kualitatif, studi ini melakukan wawancara mendalam dengan pejabat pemerintah daerah, administrator desa, pemangku kepentingan pariwisata, dan anggota masyarakat untuk mengumpulkan wawasan komprehensif tentang praktik pengelolaan dan tantangan saat ini. Pengumpulan data melibatkan observasi lapangan yang sistematis, metode penelitian partisipatif, dan analisis menyeluruh terhadap dokumen kebijakan dan kerangka regulasi terkait pariwisata. Landasan teoretis mengintegrasikan prinsip-prinsip pengelolaan pariwisata dengan metodologi analisis SWOT untuk mengidentifikasi kekuatan dan kelemahan internal bersama dengan peluang dan ancaman eksternal yang dihadapi destinasi. Temuan mengungkapkan bahwa meskipun Air Terjun Tujuh Tingkat memiliki potensi pariwisata alam yang signifikan, pengelolaan saat ini menghadapi tantangan substansial termasuk infrastruktur yang tidak memadai, aksesibilitas terbatas, kegiatan promosi yang tidak mencukupi, kurangnya layanan pariwisata profesional, dan konektivitas yang buruk. Studi ini mengidentifikasi prinsip-prinsip strategis kunci yang esensial untuk pengembangan pariwisata berkelanjutan, menekankan kepemilikan masyarakat, pengambilan keputusan partisipatif, distribusi manfaat yang adil, konservasi lingkungan, dan pelestarian budaya. Hasil menunjukkan bahwa intervensi pemerintah yang efektif sebagai fasilitator dan regulator sangat penting untuk membangun kerangka pengelolaan pariwisata komprehensif yang meningkatkan pemberdayaan masyarakat, pembangunan ekonomi, dan keberlanjutan destinasi, yang pada akhirnya berkontribusi pada tujuan yang lebih luas yaitu pembangunan pedesaan dan pengentasan kemiskinan.

Kata Kunci: Strategi, Manajemen, Pariwisata Berbasis Masyarakat, Jambi.

INTRODUCTION

Community-Based Tourism (CBT) has emerged as a pivotal paradigm in contemporary tourism development, representing a fundamental shift from conventional mass tourism toward more sustainable, inclusive, and locally-driven approaches. CBT operates on a paradigm of community self-governance wherein traditional communities assume the role of instigators and protagonists in the realm of tourism within their territories, with this framework emerging as a means of realizing the sustainable development goals (SDGs) articulated in the United Nations' Agenda 2030 (López-Guzmán et al., 2011). This model aligns with the United Nations Sustainable Development Goals (SDGs), particularly SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth), offering transformative potential in fostering inclusive economic growth and empowering marginalized communities while promoting cultural and environmental sustainability (Amir et al., 2015).

The core of CBT is active community participation which brings about positive impacts on community resources and is considered as a development strategy that responds to community needs (Tamir, 2015). This participatory approach enables communities to take control over their resources and manage tourism activities, with research demonstrating that communities can obtain greater benefits when they accomplish tourism development through participatory processes (Dodds et al., 2018). Community participation helps to reduce conflicts and misunderstandings between host communities, local authorities, and tourists, while also minimizing negative impacts and enhancing the livelihoods of host communities (López-Guzmán et al., 2011).

In the Indonesian context, tourism development has been recognized as a crucial catalyst for community economic development, with the central government actively encouraging village governments and their communities to transform their villages into tourist destinations (Fildzah et al.,

2015). The Indonesian government has a mandate to utilize resources sustainably for the benefit of communities, including tourism, making CBT essential within the Indonesian context as a tool for achieving sustainable tourism goals as mandated by Indonesian law (Asker et al., 2010; Tolkach & King, 2015). Recent studies emphasize that several crucial concepts are integral to the successful implementation of sustainable tourism practices in Indonesia, among which Community Based Tourism stands out as a pivotal framework alongside Green Tourism and Local Empowerment (Risfandini, 2024).

The government's role in CBT development extends beyond mere regulation to encompass facilitation and empowerment functions. Strategic policies related to natural resource development, environmental protection, and local community empowerment can create conditions that support the growth of environmentally friendly tourism and provide continued economic and social benefits in villages (Sebele, 2010). Research demonstrates that effective government involvement and community participation play significant roles in shaping sustainable tourism development, with studies showing that government and community collaboration is essential for CBT success (Hamzah & Khalifah, 2009).

In tourism development in developing countries, including Indonesia, the government's role remains crucial, functioning not only as a regulator but also as a facilitator in developing much-needed infrastructure and transportation facilities (Dangi & Jamal, 2016). The government's multifaceted role includes preparing guidance to balance development implementation through necessary regulations, both for structuring existing tourist destinations and regulating various aspects of institutional tourism governance (Garrod, 2003).

Despite the recognized potential of CBT, implementation faces substantial challenges. Several challenges have been experienced in CBT implementation, including conflict over resource ownership and benefit leaking, financial issues, and problems of community participation (Cole, 2007). Unfortunately, local community empowerment itself is not enough; support from the government is highly needed in planning tourism toward a sustainable one, with more effective collaboration among stakeholders creating better chances for sustainable tourism development (Anuar et al., 2019).

In rural Indonesia, particularly in regions with significant natural tourism potential like waterfalls, hot springs, and cultural heritage sites, CBT represents an opportunity to address multiple development challenges simultaneously. The Seven Level Waterfall in Bukit Berantai Village, Batang Asai District, Sarolangun Regency, exemplifies this potential while highlighting the critical need for effective government strategies in managing tourism destinations that empower local communities while preserving environmental and cultural heritage.

This study addresses the critical gap in understanding how government strategies can effectively support CBT implementation in rural Indonesian contexts, particularly in natural tourism destinations with limited infrastructure and resources. By examining the specific case of Seven Level Waterfall management, this research contributes to the broader discourse on sustainable tourism development and provides insights for policymakers, local governments, and communities seeking to develop tourism as a tool for rural development and poverty alleviation.

METHODS

This study employed a qualitative research design utilizing a descriptive case study approach to examine government strategies toward Community-Based Tourism (CBT) in the management of Seven-Level Waterfall in Bukit Berantai Village, Batang Asai District, Sarolangun Regency. The qualitative methodology was chosen to capture the complex dynamics of government-community interactions in tourism development and to provide in-depth understanding of the strategic approaches employed by various stakeholders. The case study design allowed for comprehensive examination of a specific tourism destination within its real-world context, enabling detailed analysis of the phenomenon under investigation (Yin, 2018).

The research was conducted in Bukit Berantai Village, Batang Asai District, Sarolangun Regency, Jambi Province, Indonesia, specifically focusing on the Seven-Level Waterfall tourism destination. This location was purposively selected based on several criteria including its potential as a natural tourism attraction, the presence of community-based tourism initiatives, active involvement of local and regional

government, and the existence of Village-Owned Enterprises (BUMDes) in tourism management. The research site represents a typical rural tourism destination in Indonesia where government intervention and community participation intersect in tourism development efforts.

Data collection was conducted through multiple methods to ensure triangulation and enhance the validity of findings. In-depth semi-structured interviews were conducted with key informants selected through purposive sampling technique, including local government officials from the District Tourism Office, village government representatives, BUMDes management, community leaders, local entrepreneurs involved in tourism services, and selected community members who have been directly or indirectly affected by tourism development. A total of 19 informants participated in the study, representing diverse perspectives and stakeholder groups involved in the tourism development process.

Participatory observation was employed to document the current state of tourism infrastructure, community engagement activities, and the operational dynamics of CBT implementation at the Seven-Level Waterfall site. The observation process involved systematic documentation of tourism facilities, visitor experiences, community interactions, and government interventions through field notes, photographs, and observational protocols. This method provided contextual understanding of how government strategies are manifested in practice and how communities respond to these interventions.

Document analysis was conducted on relevant policy documents, regulations, development plans, and reports related to tourism development in Sarolangun Regency and Bukit Berantai Village. Documents analyzed included Regional Regulation (PERDA) Sarolangun Regency No. 2 of 2002 on Tourism, village development plans, BUMDes financial reports, tourism promotion materials, and government correspondence related to the Seven-Level Waterfall development. This documentary evidence provided insights into formal government strategies and policy frameworks guiding CBT development.

The research utilized SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis as a theoretical framework to systematically evaluate the internal and external factors affecting CBT development at the research site. The SWOT framework was integrated with tourism management theory to identify strategic principles and assess the effectiveness of government interventions. This analytical approach enabled comprehensive evaluation of the current situation and potential strategies for sustainable tourism development.

Data analysis followed the interactive model proposed by (Braun & Clarke, 2021), involving data condensation, data display, and conclusion drawing processes conducted iteratively throughout the research period. Interview transcripts were coded using thematic analysis to identify recurring patterns, themes, and relationships related to government strategies, community participation, and CBT implementation challenges. Observational data were analyzed through descriptive analysis to complement interview findings and provide contextual understanding of the phenomenon.

The analytical process involved several stages of coding, beginning with open coding to identify initial concepts and categories, followed by axial coding to establish relationships between categories, and selective coding to develop core themes related to government strategies in CBT development. Data triangulation was achieved by comparing findings from interviews, observations, and document analysis to ensure consistency and validity of results. Member checking was conducted with selected informants to verify the accuracy of interpretations and enhance the credibility of findings.

Ethical considerations were addressed throughout the research process, including obtaining informed consent from all participants, ensuring confidentiality and anonymity of informants, and securing necessary permissions from local authorities. The research was conducted with respect for local customs and cultural sensitivities, and participants were informed of their right to withdraw from the study at any time. Data security measures were implemented to protect participant information and research materials.

The study acknowledges several limitations including the focus on a single case study site which may limit the generalizability of findings to other contexts, potential researcher bias inherent in qualitative research, and the temporal constraints of the study period which may not capture long-term development trends. Despite these limitations, the research design provides valuable insights into government strategies for CBT development and contributes to understanding of sustainable tourism practices in rural Indonesian contexts.

RESULTS AND DISCUSSION

Results

The findings of this study reveal a complex landscape of government strategies and community dynamics in the management of Community-Based Tourism (CBT) at the Seven Level Waterfall in Bukit Berantai Village. Through in-depth interviews with 15 stakeholders and extensive field observations, four primary themes emerged from the thematic analysis: government role and policy implementation, community participation and empowerment, infrastructure and accessibility challenges, and collaborative mechanisms between stakeholders.

Government Role and Policy Implementation

The research findings indicate that government involvement in CBT management at Seven Level Waterfall operates through multiple levels, from village to regency administration. At the village level, the local government has established a BUMDes (Village-Owned Enterprise) structure specifically dedicated to tourism management, which aligns with Indonesia's broader strategy of empowering rural communities through sustainable tourism development (Nur et al., 2024). The village government has adopted a facilitative approach, providing initial funding and regulatory support for tourism infrastructure development while encouraging community ownership of tourism activities.

The regency-level government, through the Tourism Department, has implemented strategic policies that recognize Seven Level Waterfall as part of the regional tourism development plan. This multi-level governance approach reflects the Indonesian government's commitment to developing tourism villages as engines of local economic growth, with 18,000 participants from 75 tourism villages having established community-based tourism attractions nationwide (Priambodo, 2025). However, the research revealed gaps in policy coordination between different government levels, resulting in inconsistent implementation of CBT principles and unclear division of responsibilities among stakeholders.

Community Participation and Empowerment

Community engagement in tourism management at Seven Level Waterfall demonstrates varying levels of participation, which can be characterized using Arnstein's ladder of participation. The findings suggest that most community members operate at the consultation and placation levels, where they are informed about tourism development plans and invited to provide input, but have limited decision-making authority. This finding resonates with broader challenges in Indonesian CBT implementation, where genuine community empowerment remains elusive despite policy intentions (Yamin et al., 2025).

Active participation is primarily concentrated among a small group of community leaders and BUMDes members who are directly involved in tourism operations. These individuals demonstrate higher levels of awareness about tourism benefits and possess greater capacity to engage with government programs. However, the research identified significant barriers to broader community participation, including limited understanding of tourism concepts, lack of relevant skills, and unequal access to economic opportunities generated by tourism activities.

The study found that women's participation in tourism activities remains limited, despite their potential contributions to hospitality services and cultural preservation. This gender disparity reflects broader patterns in Indonesian rural tourism development, where traditional social structures often limit women's engagement in economic activities (Wibowo et al., 2021). However, some positive developments were observed, including women's involvement in traditional food preparation and handicraft production for tourists.

Infrastructure and Accessibility Challenges

One of the most significant findings relates to the substantial infrastructure challenges facing Seven Level Waterfall as a tourism destination. The research revealed critical deficiencies in basic tourism infrastructure, including inadequate road access, limited parking facilities, absence of proper tourist information centers, and insufficient waste management systems. The journey to the waterfall requires

a two-hour trek on foot due to the lack of vehicle-accessible roads, which significantly limits visitor numbers and accessibility for diverse tourist segments.

These infrastructure limitations directly impact the sustainability and growth potential of CBT at the site. The findings indicate that while the waterfall possesses exceptional natural beauty and tourism potential, the lack of supporting infrastructure prevents it from attracting larger numbers of visitors and generating substantial economic benefits for the community. This situation reflects broader challenges in Indonesian tourism development, where infrastructure deficiencies remain a significant barrier to destination competitiveness (Sesotyaningtyas & Manaf, 2015).

The research also identified inadequate digital connectivity as a major constraint, limiting the community's ability to promote the destination through online platforms and access digital tourism marketing tools. This digital divide significantly hampers the destination's visibility and accessibility to potential visitors, particularly younger tourists who rely heavily on digital information sources for travel planning.

Collaborative Mechanisms and Stakeholder Coordination

The study revealed complex stakeholder relationships involving village government, regency tourism department, BUMDes, community groups, and local residents. While formal coordination mechanisms exist through regular meetings and planning sessions, the effectiveness of these collaborative processes varies significantly. The research found that successful collaboration occurs primarily at the village level, where face-to-face interactions and shared community bonds facilitate communication and coordination.

However, coordination between village-level initiatives and regency-level tourism development strategies remains challenging. The findings suggest that different government levels often operate with distinct priorities and timelines, creating coordination gaps that affect the coherence and effectiveness of CBT implementation. This challenge aligns with broader patterns in Indonesian tourism governance, where multi-level coordination requires significant improvement to enhance destination development effectiveness (Pramanik & Widyastuti, 2017).

Discussion
Government Strategy Effectiveness in CBT Implementation

The findings reveal that government strategies for CBT management at Seven Level Waterfall demonstrate both strengths and significant limitations. The establishment of BUMDes as a vehicle for community-based tourism management represents a progressive approach that aligns with Indonesia's broader policy framework for rural development. This institutional mechanism provides a formal structure for community engagement and financial management, which is essential for sustainable tourism development (Soedarwo et al., 2022).

However, the research indicates that government strategies lack the comprehensive approach necessary for effective CBT implementation. The focus on institutional mechanisms without adequate attention to capacity building, infrastructure development, and market access creates significant gaps in implementation effectiveness. This finding supports previous research suggesting that successful CBT requires coordinated intervention across multiple dimensions, including institutional, economic, social, and environmental aspects (Tolkach & King, 2015).

The government's facilitative role, while appropriate for CBT principles, requires strengthening through more targeted support programs. The research suggests that communities need enhanced technical assistance, training programs, and marketing support to effectively manage tourism operations. This need for comprehensive government support aligns with international best practices in CBT development, where government facilitation extends beyond institutional establishment to include ongoing capacity building and market development support (Asker et al., 2010).

Community Empowerment and Participation Challenges

The research reveals significant challenges in achieving genuine community empowerment through CBT at Seven Level Waterfall. While community members express enthusiasm for tourism development, their actual participation remains limited by structural barriers including lack of tourism-

related skills, limited access to financial resources, and insufficient understanding of tourism market dynamics. These findings reflect broader patterns in Indonesian CBT implementation, where community empowerment remains more aspirational than actual (Pramanik & Widyastuti, 2017).

The concentration of active participation among a small group of community leaders raises concerns about elite capture, where tourism benefits may not be distributed equitably across the community. This pattern is consistent with research in other Indonesian tourism villages, where economic benefits tend to concentrate among those with existing social and economic advantages (Sesotyaningtyas & Manaf, 2015). Addressing this challenge requires deliberate strategies to broaden participation and ensure more equitable benefit distribution.

The limited participation of women and marginalized community members suggests that current CBT implementation at Seven Level Waterfall has not achieved the inclusive development goals that are central to CBT principles. Previous research emphasizes that successful CBT requires active engagement of all community segments, including traditionally marginalized groups, to ensure sustainable and equitable development outcomes (Tesfaye, 2017).

SWOT Analysis of CBT Development

The research findings can be synthesized through a SWOT analysis framework that has been widely applied in Indonesian tourism development studies (Wibowo et al., 2021). The strengths of Seven Level Waterfall as a CBT destination include exceptional natural beauty, strong community social cohesion, existing government support through BUMDes, and growing regional tourism demand. These strengths provide a solid foundation for tourism development and align with successful tourism village characteristics identified in other Indonesian contexts (Bachri et al., 2020).

The weaknesses identified include inadequate infrastructure, limited community tourism capacity, poor accessibility, insufficient marketing and promotion, and weak coordination mechanisms between government levels. These weaknesses reflect common challenges in Indonesian rural tourism development and require targeted interventions to address (Fafurida et al., 2023).

Opportunities for CBT development include growing domestic tourism demand, government policy support for tourism villages, potential for eco-tourism market development, and possibilities for regional tourism circuit integration. The COVID-19 pandemic has particularly increased demand for nature-based tourism experiences, creating favorable market conditions for destinations like Seven Level Waterfall (Nasution et al., 2023).

Threats to sustainable CBT development include environmental degradation from unmanaged tourism growth, potential conflicts over resource access and benefit distribution, competition from better-developed destinations, and climate change impacts on natural attractions. These threats require proactive management strategies to ensure long-term sustainability of tourism development.

Strategic Recommendations for Enhanced CBT Management

Based on the research findings, several strategic recommendations emerge for improving government strategies and CBT management at Seven Level Waterfall. First, infrastructure development should be prioritized through coordinated investment from multiple government levels, focusing on road access improvements, basic tourism facilities, and digital connectivity enhancement. This infrastructure development should follow sustainable design principles that minimize environmental impact while improving visitor accessibility.

Second, comprehensive capacity building programs should be implemented to enhance community tourism management capabilities. These programs should include technical training in hospitality services, financial management, marketing, and environmental conservation. Special attention should be given to inclusive participation, ensuring that women and marginalized community members have equal access to capacity building opportunities.

Third, strengthened coordination mechanisms between government levels should be established through formal inter-governmental agreements, regular coordination meetings, and shared performance indicators. This improved coordination should align village-level CBT initiatives with broader regional tourism development strategies while maintaining community ownership and control.

Fourth, marketing and promotion strategies should be developed to increase destination visibility and attract appropriate visitor segments. These strategies should leverage digital platforms while emphasizing the unique natural and cultural attributes of Seven Level Waterfall. Community members should be trained in digital marketing techniques to enable direct promotion and visitor engagement.

Finally, monitoring and evaluation systems should be established to track CBT development progress and ensure accountability in implementation. These systems should include indicators for economic impact, environmental sustainability, social equity, and community satisfaction. Regular monitoring will enable adaptive management and continuous improvement of CBT strategies.

The findings of this study contribute to the growing body of literature on CBT implementation in Indonesia and provide practical insights for improving government strategies in similar contexts. The research demonstrates that effective CBT requires coordinated intervention across multiple dimensions and sustained commitment from both government and community stakeholders. While challenges remain significant, the potential for successful CBT development at Seven Level Waterfall is substantial, provided that strategic recommendations are implemented with adequate resources and political commitment.

CONCLUSION

Conclusion

This study provides comprehensive insights into government strategies for Community-Based Tourism (CBT) management at the Seven Level Waterfall in Bukit Berantai Village, revealing both significant potential and substantial challenges in implementing sustainable tourism development. The research demonstrates that while government initiatives have established foundational institutional mechanisms through BUMDes and multi-level policy frameworks, the effectiveness of CBT implementation remains constrained by several critical factors. The government's facilitative approach, though aligned with CBT principles, requires substantial strengthening to achieve meaningful community empowerment and sustainable tourism outcomes.

The findings reveal that community participation in tourism management operates primarily at consultation levels rather than genuine empowerment, with active engagement concentrated among a limited group of community leaders. This pattern suggests that current strategies have not successfully achieved the inclusive participation that is fundamental to CBT success. Infrastructure deficiencies, including inadequate road access, limited digital connectivity, and insufficient basic tourism facilities, emerge as primary barriers to destination development and visitor satisfaction. The two-hour trekking requirement to reach the waterfall significantly limits accessibility and market potential.

Despite these challenges, the research identifies substantial opportunities for CBT development, including exceptional natural resources, strong community social cohesion, growing domestic tourism demand, and established government policy support. The SWOT analysis reveals that Seven Level Waterfall possesses the foundational elements necessary for successful CBT, provided that strategic interventions address identified weaknesses and leverage existing strengths. The study contributes to understanding CBT implementation challenges in rural Indonesian contexts and provides evidence-based insights for improving government strategies in similar destinations. The research demonstrates that effective CBT requires coordinated, multi-dimensional interventions that address infrastructure, capacity building, institutional coordination, and market development simultaneously rather than focusing on isolated aspects of tourism development.

Recommendation

Based on the research findings, several strategic recommendations are proposed to enhance government strategies and improve CBT management effectiveness at Seven Level Waterfall. First, immediate infrastructure development should be prioritized through coordinated investment from village, regency, and provincial governments, focusing on road accessibility improvements, basic tourism facilities construction, and digital connectivity enhancement. This infrastructure development must follow sustainable design principles that preserve the natural environment while improving visitor access and community economic opportunities.

Second, comprehensive capacity building programs should be implemented to strengthen community tourism management capabilities, including technical training in hospitality services, financial management, digital marketing, and environmental conservation. These programs must prioritize inclusive participation, ensuring equal access for women, youth, and marginalized community members to prevent elite capture and promote equitable benefit distribution. Training should be delivered through participatory methods that build on existing local knowledge and cultural practices.

Third, enhanced coordination mechanisms between government levels should be established through formal inter-governmental agreements, regular coordination meetings, and shared performance indicators that align village-level CBT initiatives with broader regional tourism development strategies while maintaining community ownership and decision-making authority. Fourth, targeted marketing and promotion strategies should be developed to increase destination visibility, leveraging digital platforms while emphasizing unique natural and cultural attributes. Communities should receive training in digital marketing techniques to enable direct promotion and visitor engagement.

Finally, robust monitoring and evaluation systems should be established to track CBT development progress using indicators for economic impact, environmental sustainability, social equity, and community satisfaction. These systems should enable adaptive management and continuous improvement of strategies. Future research should examine long-term impacts of CBT implementation and explore comparative studies across different Indonesian tourism villages to identify best practices and transferable lessons for sustainable tourism development in rural contexts.

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