

A Sustainable Economic Development Model Through Community Empowerment In The Tourism Village Of Cibiru Wetan

Model Pengembangan Ekonomi Berkelanjutan Melalui Pemberdayaan Masyarakat Di Desa Wisata Cibiru Wetan

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ABSTRACT

Cibiru Wetan Tourism Village has successfully implemented a community-based tourism approach, focusing on empowering local communities and preserving Sundanese culture. Strategic collaboration among the village government, residents, NGOs, and academics has established a strong institutional framework. This framework ensures that tourism development programs align with the specific needs of the community. Key strategies include continuous education, sustainable training, and leveraging digital technology for tourism promotion and transparent budget management. The village maximizes its natural beauty, such as the foothills of Mount Manglayang, alongside Sundanese cultural assets like traditional dance and ceremonies, to attract visitors. Active community participation plays a crucial role in decision-making processes related to tourism management and policy development. This involvement not only helps preserve local traditions but also boosts the economic well-being of the village. The research methodology uses a qualitative approach, incorporating in-depth interviews, direct observations, and document analysis to explore community-based tourism development dynamics. It aims to identify challenges and formulate strategies for sustaining the balance between tourism growth, cultural preservation, and social-economic enhancement. Cibiru Wetan's success serves as a model for sustainable tourism, blending cultural integrity with economic development while fostering community engagement.

Keywords : *Tourism Village, Development, Community-Based Tourism*

1. Introduction

Tourism is a significant industry that not only generates positive economic impacts but also plays a key role in cultural promotion and environmental preservation (Mustaqim, 2023). With the rise of globalization, the tourism sector has become a central focus for many countries seeking to boost gross domestic product and create employment opportunities (Yaqub, 2019). While tourism offers substantial economic benefits, addressing sustainability challenges and implementing responsible management practices are essential. It is crucial for the tourism industry to adopt environmentally friendly and socially responsible approaches to ensure a positive contribution to the communities and environments where they operate (Sirfefa et al., 2023).

Communities form the foundation of any nation's social structure, acting as the backbone of development and progress. In a social context, communities create complex networks of relationships, encompassing interactions among individuals, groups, and institutions (Iskandar et al., 2021). These networks represent cultural diversity, norms, and values that shape a place's collective identity, continually evolving over time (Hermansyah &

Wasib, 2024). A community's success is often measured by its ability to maintain justice, harmony, and shared well-being among its members. Therefore, cooperation among governments, social institutions, and individuals is vital to building inclusive, fair, and sustainable communities (Labolo, 2023).

Community-based tourism (CBT) positions local communities as the main actors in developing and managing tourism at specific destinations. In this approach, communities are not merely passive subjects of tourism but actively engage in designing, managing, and utilizing their tourism potential (Herdiana, 2019). CBT emphasizes community participation and empowerment in all tourism aspects, from decision-making to economic benefit distribution (Rachmawati, 2021). It encourages community involvement in cultural and natural preservation, promoting sustainable development that considers local needs and aspirations. Through collaboration among government, the tourism sector, and local communities, CBT can serve as a tool to strengthen the local economy, preserve cultural heritage, and enhance community well-being (Padilah et al., 2023).

Sustainable tourism focuses on tourism development that ensures environmental conservation, social sustainability, and economic well-being. This approach highlights the importance of balancing current tourism demands with the protection of natural and cultural resources for future generations (Adnyana, 2020). Sustainable tourism initiatives include empowering local communities through decision-making participation, skill development, and equitable sharing of tourism-generated economic benefits (Ditya, 2020). By adhering to sustainable tourism principles, destinations can continue to grow without harming the local environment or culture, ensuring long-term benefits for all stakeholders involved (Susilo et al., 2021). Discussions on community-based tourism inevitably involve the tourism dimensions concept, which includes various factors influencing tourism experiences and impacts at a destination, such as economic, social, cultural, environmental, and political aspects (Darmayanti & Oka, 2020).

Cibiru Wetan Tourism Village was chosen for this study due to its implementation of a community-based tourism strategy that emphasizes empowering the local community in tourism development. With the right understanding and strategy, Cibiru Wetan Village can maximize its potential by utilizing community assets and promoting sustainable tourism principles, laying the foundation for transforming the village into a self-sufficient tourism destination.

2. Literature Review

This study aims to examine the community empowerment process through the development of Penglipuran Tourism Village in Bali. The research focuses on forms of community empowerment, the challenges faced, and the results achieved, as well as their implications for the socio-cultural resilience of the region. The study employs a descriptive qualitative approach, utilizing primary data obtained through observations and interviews, along with secondary data from literature reviews. The findings indicate that the development of Penglipuran Tourism Village involves active participation of the local community through a dedicated organization established to manage the village. The empowerment process is conducted in three main stages: awareness-raising, capacity-building, and empowerment, all based on the Hindu philosophy of "Tri Hita Karana," which emphasizes the interconnectedness between humans and God (Parahyangan), humans with other humans (Pawongan), and humans with the environment (Palemahan) (Budiarta et al., 2024).

Another study focuses on the empowerment of the Denai Lama community through the development of Kampoeng Lama Tourism Village, which aims to enhance the local economy. This research also employs a qualitative approach, emphasizing community empowerment through educational and cultural tourism activities. For example, at Sanggar Lingkaran, visitors can learn traditional dance, music, and local games. The findings reveal that

community empowerment in Kampoeng Lama Tourism Village has successfully created income opportunities for local residents while preserving local culture and traditions. The approach includes tourism training and the development of tour packages to maximize the area's potential (Yantono, 2021).

Additionally, this study explores community empowerment strategies through tourism development in several tourism villages in West Lombok Regency, West Nusa Tenggara. The primary focus is on efforts to enhance local community skills through training and mentorship in tourism-related fields. The results demonstrate that these initiatives have successfully improved local residents' abilities to manage homestays, restaurants, and other tourism activities. Moreover, the development of these tourism villages has helped reduce unemployment rates and improve the local community's economic well-being through increased tourist visits to the area (Nurul, 2020).

3. Research Methods

This study employs a qualitative research method, which allows for descriptive, comparative, and relational analysis while utilizing qualitative data. The primary aim is to understand meanings, generate hypotheses, and construct phenomena (Rukin, 2019). The information gathered from interviews includes transcripts, field notes, documents, and visual materials such as photographs, videos, online resources, and other relevant documents about human life on an individual or group basis. Data collection methods include focus groups, in-depth interviews, and participant observation (Fadilla & Wulandari, 2023).

The data analysis employed is constructive qualitative research, which is designed to construct phenomena and generate hypotheses. The analysis is focused on identifying relationships between categories, ultimately aiming to develop a constructive understanding of the phenomena under study and to derive hypotheses (Sugiyono, 2020).

4. Results and Discussions

The State of Tourism Potential in Cibiru Wetan Tourism Village

The Cibiru Wetan Tourism Village boasts a diverse and rich array of tourism potential, both in natural and cultural aspects. Situated at the foothills of Mount Manglayang, this village offers captivating natural beauty, characterized by lush and refreshing landscapes that serve as a significant attraction for visitors seeking nature-based experiences. The mountainous terrain provides opportunities for tourists to enjoy scenic views and engage in outdoor activities such as trekking and hiking.

In addition to its natural assets, Cibiru Wetan is also deeply rooted in the Sundanese cultural heritage, which remains well-preserved within the community. Local traditions, including traditional dance, karawitan (gamelan music), and various cultural ceremonies, play a central role in the villagers' daily lives. These cultural practices are not only maintained but also presented as tourist attractions, offering a unique experience for visitors interested in exploring Sundanese culture. The village regularly hosts cultural events featuring traditional dance and music, enhancing its appeal to tourists.

From an infrastructure standpoint, Cibiru Wetan has strategically preserved its rural ambiance by maintaining narrow roads. This decision limits the access of large vehicles, such as buses, and encourages the use of local transportation managed by community members. This approach not only helps retain the village's natural character but also promotes local economic empowerment through transportation services operated by the residents.

Despite its many strengths, Cibiru Wetan Tourism Village faces challenges in sustaining support from external entities such as academics and advisors, which are crucial for developing tourism programs. Continuous innovation in tourism requires consistent guidance and active involvement from external stakeholders. Nonetheless, the strong commitment of the local community and village leadership in managing these resources remains a driving

force behind the village's progress as an independent and sustainable tourist destination. Cibiru Wetan has demonstrated that with the right strategy, effective utilization of local culture, and community empowerment, tourism potential can continue to grow and deliver broad economic benefits to the entire community.

Community Participation and Role in the Development of Cibiru Wetan Tourism Village

Community participation and involvement in the development of tourism in Cibiru Wetan Tourism Village is a crucial aspect that plays a key role in the village's success as an attractive tourist destination. Active community participation is evident in various aspects of tourism management, extending beyond cultural activities to include efforts in environmental conservation and the provision of services that support the tourism sector as a whole.

The residents of Cibiru Wetan Tourism Village are engaged in numerous cultural activities, such as dance workshops, traditional music (karawitan), and customary ceremonies, which serve as the main attractions for visitors. For instance, the dance workshops in the village not only function as a place to train in traditional dance but also act as a medium to preserve and promote Sundanese culture to tourists. These structured training programs allow community members to learn both the theoretical and practical aspects of their artistic skills, which can then be showcased in cultural events or used to welcome visitors.

Beyond cultural activities, the community also plays a significant role in managing local transportation. The village intentionally maintains small road sizes to encourage tourists to use local transportation options like angkot (minivans) or vehicles managed by local residents. This strategy not only supports environmental sustainability by reducing traffic from large vehicles but also creates economic opportunities for locals who provide transportation services.

Environmental initiatives, such as waste banks, illustrate how the community actively participates in maintaining the cleanliness and sustainability of the village environment. These waste banks serve as a means to manage household waste and raise awareness about the importance of recycling. This involvement demonstrates the commitment of village residents to beautify their environment while ensuring that tourism development does not compromise environmental conservation.

The community's engagement in tourism development is further supported by regular evaluations of the village's programs and policies. Residents participate in assessing the success and effectiveness of various initiatives and policies implemented by the village administration, including the management of village funds. Transparency and accountability in these evaluations help build trust between the community and local authorities, ensuring that all parties work towards the shared goal of developing Cibiru Wetan Tourism Village.

The village's approach to focusing on human-centered attractions and social interaction, rather than relying solely on natural beauty, highlights its efforts to place the community at the heart of its tourism development strategy. By prioritizing social and cultural engagement, the village offers a unique tourism experience that sets it apart from other villages that depend primarily on natural landscapes. This approach allows tourists to engage directly in the daily activities of the local community, such as participating in dance training or other cultural practices, enriching their experience and deepening their understanding of local traditions.

Despite the high level of community involvement, Cibiru Wetan Tourism Village still faces challenges in securing consistent support from external parties. One of the main issues is the lack of sustained involvement from academics and mentors from outside the village. Many of those involved in mentoring programs are students who participate temporarily, making it necessary for the village to seek more long-term support from lecturers or practitioners who can offer ongoing guidance.

Leadership within Cibiru Wetan Tourism Village also plays a vital role in maintaining the sustainability of tourism development. The village head strives to educate residents on preserving and maintaining their village independently, without over-relying on external assistance. This approach encourages the community to take greater responsibility for the progress and preservation of their village while fostering self-reliance and innovation in developing local tourism potential.

Strategies to enhance community empowerment in the development of tourism in Cibiru Wetan Tourism Village

Strategies to enhance community empowerment in the development of tourism in Cibiru Wetan Tourism Village include the following key aspects:

1. **Structured Institutionalization and Socialization:** Establishing well-organized community groups and institutions is essential. This approach ensures that each tourism development program is tailored to meet the needs of different community groups, thereby enabling the effective implementation of these programs.
2. **Continuous Education and Training:** Providing structured training and education, similar to the initiatives carried out through the village's dance studios, can help improve the skills and knowledge of the local community. Ongoing education enables residents not only to understand theoretical concepts but also to apply their skills practically in tourism and local economic activities.
3. **Utilization of Digital Technology:** Cibiru Wetan has begun leveraging social media, websites, and applications to promote village activities and expand its reach. Optimizing the use of these digital tools can increase the village's visibility, attract more tourists, and facilitate communication and transparency in managing the village's budget.
4. **Evaluation and Policy Transparency:** Conducting regular evaluations of village strategies and policies, while involving the community in these evaluations, will enhance the sense of ownership and trust among residents regarding the village's development. Transparency in budget management is also crucial to build trust between the residents and village administrators.
5. **Collaboration with External Parties:** Forming partnerships with non-governmental organizations (NGOs), academics, and private entities can help strengthen the capacity of the local community. The village should also be open to collaborations with external stakeholders that focus on sustainable development rather than solely on business gains.
6. **Focus on Preserving Local Culture:** Developing tourism attractions based on culture and social interactions, rather than solely on natural beauty, helps strengthen the village's cultural identity. Engaging the community as the main actors in presenting local arts and culture to tourists enhances cultural values and creates an authentic experience for visitors.
7. **Community-Inclusive Leadership Approach:** Effective village leadership should continually encourage active participation from the community in planning and implementing village programs. Village leaders are expected to motivate residents to independently develop tourism potential without overly relying on external support.

These strategies collectively aim to empower the community, foster sustainable tourism, and ensure that the development of Cibiru Wetan Tourism Village is inclusive and benefits all stakeholders involved.

Collaboration Model Between Government, Community, and Stakeholders in Supporting Tourism Development in Cibiru Wetan Tourism Village

The collaborative model implemented in Cibiru Wetan Tourism Village for tourism development involves the significant roles of the government, the community, and other relevant stakeholders. This collaboration aims to comprehensively empower the local community and create sustainable tourism based on the preservation of local culture. Below is a detailed explanation of the key elements of this collaborative model:

1. Institutional Strengthening and Structured Socialization, Strong institutional frameworks are the primary foundation for tourism development in Cibiru Wetan Village. The village government collaborates with community groups and local institutions to build effective organizational structures. Solid institutions enable each tourism development program to be tailored to the specific needs of different community groups, ensuring that each initiative can be effectively implemented to achieve maximum impact. The socialization approach is also given significant attention, where the village government does not only provide general information but also customizes the socialization efforts to meet the characteristics and needs of each group. This targeted approach is considered more effective than generic outreach, which may not always align with the diverse needs of the community.
2. Continuous Education and Training, Education and training play a crucial role in empowering the residents of Cibiru Wetan Village. The village government and other stakeholders regularly conduct training sessions to enhance the skills of community members in various fields, particularly those related to tourism activities. For example, the local dance studio focuses on traditional arts, where residents receive structured and ongoing training in performing arts. This continuous training aims not only to improve individual skills but also to strengthen the collective capacity of the community. It ensures that residents gain practical skills and knowledge that they can apply directly to enhance the village's tourism sector.
3. Utilization of Digital Technology, Cibiru Wetan Village has successfully leveraged digital technology to support tourism development. The village government, along with the community, actively uses social media, websites, and specialized village applications to promote local tourism potential. This strategy broadens the reach of information and makes it easier for prospective tourists to access detailed information about the village's attractions. Digital technology also enhances transparency in budget management and facilitates more effective interaction with tourists and investors. It serves as a vital tool in strengthening the village's position as a modern tourism destination that maintains its traditional values and local culture.
4. Evaluation and Policy Transparency, The evaluation of programs and policies in Cibiru Wetan Village is conducted periodically, involving various stakeholders, including the community and the Village-Owned Enterprises (BUMDes). Transparency is a key principle in this process, with budget allocations reported openly. This approach builds trust among the community regarding village governance and ensures that each policy implemented is relevant and efficient in supporting the tourism development of the village. Through open and accountable evaluations, Cibiru Wetan Village can identify weaknesses and opportunities, allowing for the necessary adjustments to continuously improve the quality of tourism services offered.
5. Collaboration with External Parties, Collaboration with external entities such as non-governmental organizations (NGOs), academics, the government, and investors plays a significant role in tourism development in Cibiru Wetan Village. The village actively seeks partnerships with those who can positively contribute to its progress while remaining selective in its collaboration with investors to ensure their goals align with the well-being of the local community. This collaboration also includes guidance from academics and research institutions, providing constructive feedback and support to sustain the development programs. The role of academics is crucial in ensuring the continuity of these programs, particularly when the involvement of students as temporary support personnel is limited.

This collaborative model demonstrates the comprehensive efforts of the government, community, and stakeholders in fostering sustainable and culturally driven tourism development in Cibiru Wetan Tourism Village.

Regulations and policies that support community empowerment in tourism development in Cibiru Wetan Tourism Village

The regulations and policies implemented in Cibiru Wetan Tourism Village demonstrate a strong focus on community empowerment and the preservation of local culture in tourism development. The village government not only plays a central role in managing the area but also actively collaborates with community groups and local institutions to build a robust and efficient organizational structure. This collaboration aims to ensure that each development program is tailored to the specific needs of various community groups, resulting in more targeted and impactful outcomes.

The policy communication process in Cibiru Wetan Tourism Village is conducted with a non-generic approach, meaning that the policies are designed to align with the characteristics and needs of each local community. This approach enables different community groups, ranging from youth and women's organizations to local artists, to understand and implement the programs effectively. As a result, each segment of the community has a clear role in the village's tourism development efforts.

Education and training also play a crucial role in the village's community empowerment policies. One notable example is the structured activities within the local dance studio, which not only enhance artistic skills but also serve as a means to preserve and promote traditional Sundanese culture. The ongoing training initiatives have led to significant achievements, even at the national level, highlighting the importance of continuous education in enhancing the capabilities and competencies of the local community in arts and culture.

Beyond institutional and training aspects, Cibiru Wetan Tourism Village actively leverages digital technology to enhance its tourism potential. The village government, together with the community, utilizes social media, websites, and digital applications to promote tourist attractions and facilitate better communication with visitors and investors. This digital approach not only boosts transparency in budget management but also creates more efficient interaction between the community and external stakeholders, broadening the village's reach and optimizing economic opportunities in the tourism sector.

The evaluation of policies and programs in Cibiru Wetan Tourism Village is carried out regularly, involving multiple stakeholders, including the community, the Village-Owned Enterprises (BUMDes), and other relevant entities. This transparent evaluation process not only assesses the effectiveness of the programs but also ensures that all resources allocated for tourism development are managed with accountability. By involving the community in the evaluation process, the village government has successfully built a strong sense of trust between the residents and the village administrators, which is crucial for the long-term sustainability of these programs.

Collaboration with external parties, such as non-governmental organizations (NGOs), academics, and investors, also forms an integral part of the village's development policies. Cibiru Wetan Village is selective in its partnerships, ensuring that contributions from these entities genuinely benefit the local community. While open to cooperation with various stakeholders, the village government remains cautious of investors focused solely on business profits without considering the social impact on the village residents.

This approach has enabled Cibiru Wetan Tourism Village to create a comprehensive framework for sustainable community-based tourism development. The primary focus of these policies is on human empowerment, local cultural preservation, and capacity building to enhance the community's self-reliance and competitiveness in the tourism sector. These community-oriented policies aim to ensure that tourism growth in the village not only delivers

economic benefits but also maintains a balance between social, cultural, and environmental aspects.

As a result, Cibiru Wetan Tourism Village has developed an innovative and sustainable tourism management model that goes beyond natural attractions to emphasize the village's cultural identity and local community as its main assets. This model serves as an inspiring example of community empowerment-based tourism development that could be replicated by other regions in Indonesia.

5. Conclusion

The tourism potential of Cibiru Wetan Tourism Village is strongly supported by both its natural beauty and the rich cultural heritage of the Sundanese people. Situated at the foot of Mount Manglayang, the village offers stunning landscapes and natural activities such as trekking and hiking that attract visitors. Beyond its natural appeal, Cibiru Wetan Village is also renowned for its commitment to preserving Sundanese cultural traditions, including dance, traditional music (karawitan), and customary rituals, making it a unique destination for cultural tourism. The village has adopted a thoughtful approach to maintaining its rural atmosphere by managing infrastructure development, such as limiting access for large vehicles to preserve the village character and promote local economic empowerment through community-based transportation services.

Community participation and involvement play a crucial role in the development of tourism in Cibiru Wetan Tourism Village. The active participation of the village residents includes efforts in cultural preservation, environmental management, and their contribution to policy evaluation and decision-making processes. However, challenges remain, particularly in securing sustainable external support to ensure that the village continues to grow and remains a model of sustainable tourism development in the future.

Strategies to enhance community empowerment in the development of tourism in Cibiru Wetan Tourism Village emphasize the importance of education, technology, and direct involvement in decision-making processes. The success of tourism development in the village relies heavily on the village's ability to adapt its programs to the needs and potential of the local community while maintaining sustainable partnerships with external parties.

The collaborative model between the government, community, and relevant stakeholders in Cibiru Wetan focuses on developing culturally-based and sustainable tourism. Strong institutional structures, targeted socialization, and ongoing education and training form the foundation of local community empowerment. Digital technology is maximized to promote tourism potential and enhance transparency in village management. Regular and transparent evaluations are conducted to ensure the effectiveness of the implemented policies. Additionally, collaboration with external entities, such as academics, NGOs, and investors, is pursued selectively to ensure that their contributions positively impact the community's welfare. This approach enables Cibiru Wetan Tourism Village to continue to grow as an independent and sustainable tourism destination that preserves its local culture while improving the well-being of its residents.

The regulations and policies supporting community empowerment in Cibiru Wetan Tourism Village focus on enhancing local community involvement and preserving local culture in tourism development. The village government works in partnership with the community and local institutions to establish strong organizational structures, ensuring that each program is tailored to the specific needs of various groups. Policy communication is carried out with a targeted approach for each community, leading to more effective implementation. Education and training are key focuses, with activities like dance studios playing a significant role in preserving local culture and enhancing community skills. The village also utilizes digital technology for tourism promotion, budget transparency, expanding information reach, and attracting tourists and investors.

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