

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

Ni Luh Putu Kariani Dewi¹, Ni Nyoman Reni Suasih²

¹Master of Economics, Faculty of Economics and Business, Udayana University

²Faculty of Economics and Business, Udayana University

ABSTRACT: A tourist village is a regional development model based on local potential, aimed at improving the welfare of rural communities through the tourism sector. The existence of tourist villages responds to the need for economic diversification in rural areas and the preservation of rural culture and environment. This research is a quantitative study where the data is initially collected qualitatively, then quantified for further processing. This approach allows the researcher to gather data from various sources to answer the research questions. To analyze the sustainability of the tourist village, the MICMAC and MULTIPOL methods are used. The MICMAC method in this study is applied to identify and map the key or crucial variables that influence the sustainability of the tourist village system and to understand the structure of relationships between variables. Meanwhile, the MULTIPOL analysis is used to evaluate alternative policies based on sustainability criteria in a holistic manner, involving relevant stakeholders. Data collection was conducted through structured interviews with 30 respondents and a Focus Group Discussion (FGD) with 13 participants. The results show that 1) MICMAC analysis indicates that the crucial variables affecting the sustainability of the Bongkasa Tourist Village are attractiveness, accessibility, income, and, most importantly, the commitment of the local community. 2) The sustainability analysis of the Bongkasa Tourist Village, using the MULTIPOL method, reveals two scenarios: Community-Based Tourism (CBT) and Collaborative Governance.

KEYWORDS: Sustainability of Tourist Villages, MICMAC, MULTIPOL

I. INTRODUCTION

The tourism sector is one of the sectors believed to be able to support the acceleration in achieving sustainable development (Yanti and Kurniyati, 2024). The tourism sector in Indonesia has become a strategic sector and a medium for integration between various development priorities through the development of tourist villages (Purnomo et al., 2020). As a new potential for the tourism sector, the presence of tourist villages increasingly shows the quality, impact and existence in the management of tourist villages (Buchori et al., 2023). Rural tourism is considered an activity that can provide solutions to problems in rural areas and environmental awareness to encourage the trend of rural tourism (Sudheer, 2021). The limited contribution and lack of management capabilities in involving the community provided in the management of tourist villages will cause and have an impact on decreasing community support for the development of tourist villages and will make it difficult for tourist villages to develop. The development of tourist villages is one of the alternatives that is considered strategic in anticipating changes in tourist travel. The development of tourist villages provides positive benefits, namely that tourist destinations have a variety of tourism products, tourist villages are able to reduce urbanization from villages to cities as an impact of the ability to create village economic activities, local potential in a village is able to encourage the development of socio-cultural and economic communities in the village, creating preservation and empowerment of local potential and local wisdom values (local wisdom, preservation of culture and local wisdom in the village such as preservation of forest landscapes, mountains, rice fields, rivers and lakes).

The development of tourist villages must pay attention to aspects of sustainability, namely from economic, social and environmental aspects (Rahmat and Diah, 2022). One of the implementations in realizing sustainable tourism is to present tourist villages (Anggraini et al., 2023). The phenomenon of empowering tourist villages continues to develop along with the many mass media that have helped disseminate this tourist village program (Winarno et al., 2021). Tourist villages do not only rely on natural attractions, but there are also other instruments in supporting tourist villages such as institutions, community empowerment to improving the community's economy. The need for active participation from local communities in the development of tourist

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

villages and implementing the principles of sustainable tourism. The development of tourist villages is expected to be able to empower all Pentahelix actors so that they are able to empower all strengths, opportunities and reduce or minimize the weaknesses and challenges that will be faced in realizing sustainable tourist villages (Huda et al., 2022).

Several tourist villages have become attractions, but not all tourist villages have experienced good development due to limited accessibility and infrastructure, lack of human resource readiness and mastery of knowledge in the tourism sector, lack of stakeholder commitment, lack of awareness in protecting the environment, limited systems, networks and marketing strategies for tourism products (Arismayanti et al., 2019).

Tourism village management also requires community participation in decision-making, community involvement in the management and development of tourism villages and policies that support the interests of local communities in order to realize sustainable tourism village management (Tjilen et al., 2023). Based on the natural potential of a tourism village, it can be an opportunity to drive the village economy and provide sustainable livelihoods (Wirawan, 2018). Village independence can be obtained if the village can access better, better access will go hand in hand with the ability of the village community to determine the development model and priority development in the village (Rahmawati et al., 2023). In addition, the role of the village government is also an element of government that can support development (Syaifudin and Muhammad, 2022). The development of tourism villages requires community participation to further encourage and develop in order to be able to explore the potential of the village and community in a sustainable manner (Komariah et al., 2018).

Tourism villages have components that synergize with each other in realizing the main goal of the welfare of the local community (Wijaya, 2021). Sustainable rural tourism is a segment of the overall sustainability of the village and an activity that brings new opportunities and sources of income to the local population (Ćurčić et al., 2021). The principle of sustainability refers to the environmental, economic, socio-cultural aspects of tourism development. Bongkasa Village from time to time has shown the creativity of the local community, namely in the economic sector, in this case Bongkasa Village is dominated by the agricultural, plantation and livestock sectors. However, until now the economy in Bongkasa Village is dominated by the tourism sector. Bongkasa Village is one of the villages that is a tourist destination because of its natural beauty and the beautiful Ayung River. So far, the role of the village government in Bongkasa Village and most of the community have not been able to maximize the potential of the natural wealth and cultural customs they have, so this requires other actors such as the private sector, academics and the mass media who are able to support in maximizing the potential they have. However, the commitment to realizing a sustainable tourism village in Bongkasa Village continues to be demonstrated by all levels of the Bongkasa Village Government. To perfect these steps, the Village Government is making physical improvements to various strategic locations that will be collaborated for facilities to support village tourism activities. Bongkasa Village is one of the villages that has experienced a change in status from a developing village to a developed village because it has village potential that can be utilized optimally

(Adyatma et al., 2023). Bongkasa Village has been visited by many tourists, both local and foreign (Mariantika and Nerawati, 2022). The phenomenon that occurs in the development of tourist villages in Bongkasa Village, namely the main problem in the development of tourist villages in Bongkasa Village is where the local community should start and how to manage the tourist village and how to strengthen the capacity of local communities so that the community is able to be more independent in managing tourism and maximizing the economic benefits obtained. Second, the limited infrastructure and accessibility in Bongkasa Village is a challenge that is faced because the infrastructure and accessibility can hinder the optimal development of the tourism sector. Furthermore, the third is in the implementation of the tourism sector. Most people only utilize the natural wealth and the existence of previously known tourist attractions so that it has an impact on the lack of exposure of several new tourist attractions in Bongkasa Village such as trekking, camping and cultural arts tourism attractions that have not been officially organized. Fourth, they are still unable to maximize the use of social media and digital marketing in introducing tourist attractions. Bongkasa Village has natural attractions that are the main assets for the development of tourist villages such as rice fields, rivers, natural beauty. However, unsustainable management can cause damage to the ecosystem and a decrease in environmental quality.

The existing conditions in the Bongkasa Village area show that every day it is crowded with foreign tourists, namely 500-600 foreign tourists per day, but the large number of tourist visits has not been able to be accommodated by Pokdarwis or the Village Government because it has been handled by investors and individuals who manage tourist destinations in Bongkasa Village (Mahagangga et al., 2018). The development of tourist villages in Bongkasa Village needs to be considered on how to start managing tourist villages. In addition to the natural potential, Bongkasa Village has high cultural potential such as customs, traditions, and arts that are a tourist attraction, namely Puri Banyuning Bongkasa (architecture), Geria Gede Bongkasa (Dalang Bongkasa), Geria Agung Bongkasa (Elder Sri Empu), Temple in Bongkasa Village, ngunya tradition, mepeed, meprani, ngayah, subak, bapang barong, painting, blacksmithing and local culinary such as roast pork food stalls, pork satay food stalls, beef rice food stalls, rujak with local fruits. The development of tourist villages also has the potential to have negative impacts on the environment such as pollution, ecosystem damage, cultural change and economic inequality.

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

II. RESEARCH METHOD

This research is associative in nature which is a research conducted to find the relationship or influence between two or more variables (Sugiyono, 2012). This research will conduct an associative analysis of the crucial variables in the sustainability of tourist villages. The selection of these crucial variables is based on the factors that influence the sustainability of tourist villages in Bongkasa Village. The collection of research data was obtained from various sources to answer questions from researchers comprehensively. This data collection was carried out through a participatory approach from stakeholders, namely questions through structured interviews with questionnaires and Focus Group Discussions (FGD) involving related stakeholders so as to obtain information about the research variables. Data processing in this study will use MICMAC and MULTIPOL software. MICMAC in this study helps to identify the main factors that influence sustainability such as internal, external, economic, social, cultural and environmental factors and functions to map key factors. The MICMAC analysis technique will conduct factor analysis to identify and understand the relationship between variables or factors that influence a system or phenomenon regarding the sustainability of tourist villages. Then, MULTIPOL can be used to design policy scenarios based on the results obtained from MICMAC. MULTIPOL is used to design several policy scenarios that focus on factors in the study and evaluate their potential impacts on the sustainability of tourist villages.

III. RESULTS AND DISCUSSION

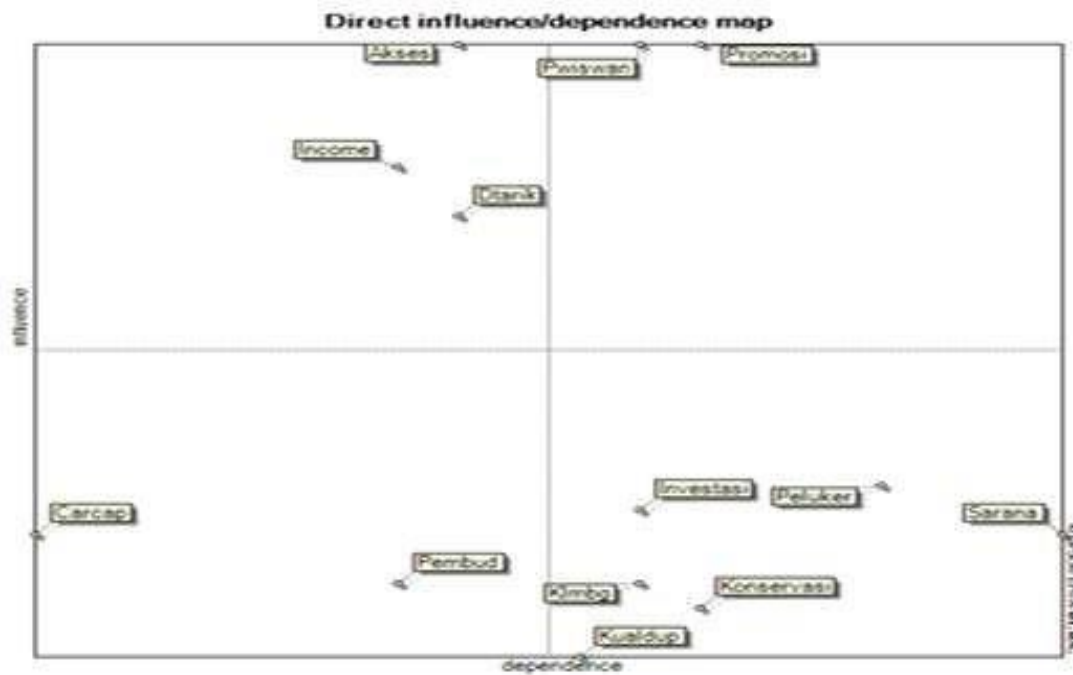
A. Bongkasa Tourism Village

Bongkasa Tourism Village is located in Bongkasa Village, Abiansema District, Badung Regency, Bali Province. Based on the official website of the Indonesian Tourism Village Award, a program from the Ministry of Tourism and Creative Economy, Bongkasa Tourism Village is one of the 300 largest tourism villages in Indonesia, known as the Indonesian Tourism Village Award (ADWI) in 2024. The uniqueness of Bongkasa Tourism Village is that it is adjacent to Sayan Ubud, making it an alternative for tourists to carry out tourism activities. Tourists can enjoy the authentic nature and cultural tourism of Bongkasa Village. As one of the tourist destinations that is starting to develop, Bongkasa Village offers various attractive places for both local and foreign tourists with various leading tourist destinations in Bongkasa Village, namely Bongkasa Village is surrounded by natural tourism as the main view with vast rice fields, Ayung River Rafting which flows and offers views of cliffs, and agrotourism.

Bongkasa Tourism Village has a very large tourism potential with the natural beauty and Balinese cultural arts that are still maintained and preserved by the local community and government. Some of the tourist destinations in Bongkasa Tourism Village are Ayung River Rafting, Swing consisting of Bali Desa Swing, Swing Heaven, Jungle Bali Swing, D'Tukad Adventure Club, Bali Alaska, Bhuana Swing Bali, besides that Bongkasa Tourism Village also offers Balinese specialties such as suckling pig, genyol pig, and lawar rice as well as places for tourists to stay such as Pondok Sayan, Alam Pracetha Bali, and Permata Ayung Villa.

B. Crucial Variables in Supporting the Sustainability of Tourism Villages in Bongkasa Village with MICMAC Analysis

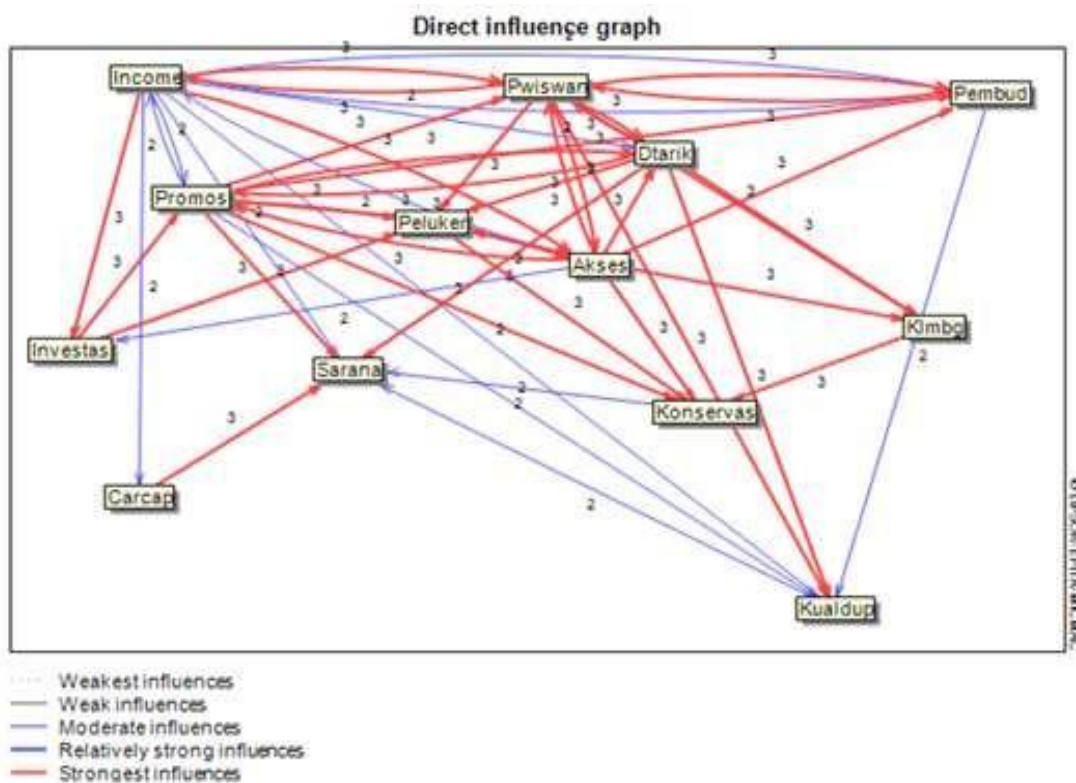
Crucial variables in supporting the sustainability of tourist villages using data analysis with MICMAC. Based on the results of the questionnaire and FGD, there are thirteen key variables related to the sustainability of Bongkasa Tourism Village. MICMAC analysis contains the Matrix of Direct Influence (MDI) which evaluates the thirteen key variables. Based on the thirteen variables identified with the relationship between variables located vertically and horizontally has the meaning that a value of 0 indicates no influence, a value of 1 indicates a weak influence, 2 indicates a moderate influence, 3 indicates a strong influence and P indicates a potential influence. Furthermore, the results of the matrix are processed with MICMAC analysis to obtain results in the form of mapping based on the level of influence and dependence. The results of the processing are in the form of Figure 1 below.



Source: Data processing results with MICMAC, 2025

Figure 1 Results of Direct Influence/Dependent Map

Based on the Figure, it is known that in the dependency or influence map, the function of each variable can be identified. In Quadrant I (Influence Variables) consists of variables such as accessibility, income and attractiveness. Variables that fall in Quadrant II (Relay Variables) are tourist markets and promotions. Furthermore, in Quadrant III (Depending Variables) there are investment variables, job opportunities, facilities and infrastructure, institutions, conservation and quality of life. Then in Quadrant IV (Excluded variables) consists of variables carrying capital and cultural development.



Source: Data processing results with MICMAC, 2025

Figure 2 Direct Graph MICMAC

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

Arthus Lewis's theory explains the process of economic development that occurs in rural areas, one of the efforts in rural economic development is by developing the tourism sector through tourist villages as has been implemented in Bongkasa Tourism Village. Based on the results of the analysis with MICMAC, it shows that the crucial variables that affect the sustainability of Bongkasa Tourism Village are attractiveness, accessibility and income. These variables are variables that have a fairly large influence but low dependency. This can be seen from the location of these variables in quadrant I.

Attraction is the main factor in the sustainability of Bongkasa Tourism Village. Attraction in this case includes everything that makes visitors or tourists interested in visiting the tourist village because Bongkasa Tourism Village has natural beauty in the form of the Ayung River, culture in the form of temples with unique Balinese customs, adequate facilities such as easy access to reach tourist destinations and unique experiences offered. Leiper's Tourism Theory explains that tourism has three main elements, namely humans, geography, and the tourism industry, which are related to each other and interact with each other to build a tourism system. If associated with this theory, it is seen from the side of the friendly Bongkasa Village community so that tourists feel at home visiting Bongkasa Tourism Village. The geographical side of the location of Bongkasa Village is easy for tourists to access because Bongkasa Village is located next to Ubud which makes it easier for tourists to move around and with a travel time that is not too long.

Furthermore, the tourism industry in Bongkasa Village has grown even more, currently there are swings and rafting complete with restaurants, ATF, homestays, and villas so that tourists visiting Bongkasa Tourism Village will be more comfortable there. In addition, there are traders (UMKM) who offer local Balinese products such as local fruits and souvenirs or Balinese crafts that can be used as souvenirs when visiting Bongkasa Village. This certainly has an impact on increasing the number of tourists visiting Bongkasa Tourism Village.

The natural beauty of the Ayung River in Bongkasa Village is one of the tourist attractions. There is rafting provided by business actors so that tourists can enjoy the beautiful river scenery with views of coconut trees on the right and left sides of the river. Tourists can enjoy the long and short rafting offered. In addition to the natural beauty, Bongkasa Tourism Village also offers the uniqueness of Balinese traditions and culture. Tourists can see how to make canang and ngulat tipat which are used as religious facilities and infrastructure. In addition, tourists can also learn how to make knives or known as "tiuk" which is done by the descendants of Pande. The attraction of tourists is certainly related to accessibility in supporting the sustainability of the tourist village.

Attraction has an influence on the sustainability of Bongkasa Tourism Village such as increasing the number of visitors, preserving culture and nature, and increasing local community participation. Strong attraction will attract more visitors and increase the visibility of the tourism village in the tourist market. Therefore, the more visitors who visit Bongkasa Tourism Village, the greater the potential income obtained from the tourism sector. Strong attraction will provide encouragement in maintaining the sustainability of the local natural and cultural environment (Syarifuddin, 2023). This is in line with the principle of sustainability which emphasizes the need to maintain natural and cultural assets for the next or future generations. Bongkasa Tourism Village in maintaining sustainability needs to maintain the natural and cultural assets that are currently owned and preserve local culture so that the impact can be felt by both the current and future generations. High attraction also increases the involvement of local communities, especially in the management of tourist villages which can be seen from the preservation of traditions and the provision of services that can support the tourism sector. The natural beauty and culture that already exist in Bongkasa Village need to be preserved, especially by the local community and the local government so that it will have a positive impact in the long term.

Adequate accessibility provides convenience in achieving goals concerning comfort, safety, and travel time (Musleh and Rosa, 2024). The comfort, safety and travel time from one tourist to another in Bongkasa Village are quite adequate. This can be seen when tourists visit the rafting place, then to visit the swing, tourists only need 3-5 minutes on the trip using transportation so that tourists will not spend a lot of time moving from one place to another tourist spot in Bongkasa Tourism Village. The more adequate the accessibility, the more comfortable tourists are to visit, this is of course followed by supporting facilities and infrastructure.

Accessibility has an influence on how easily tourists can reach tourist villages (Lasally et al., 2021). With good accessibility, tourists can easily reach their destinations. One important accessibility, namely good transportation infrastructure, greatly influences the number of tourists who come to visit Bongkasa Tourism Village. Tourists can easily access the village, causing them to visit more often. This will encourage growth in the economic sector such as accommodation, restaurants, and local craft products and encourage the development of local skills, especially the people of Bongkasa Village. Improving infrastructure can increase tourist attractions, but this can also increase development costs which must be managed properly so as not to have a negative impact on the village budget.

When the number of tourists who come increases, the higher the creation of job opportunities for local people, when people have jobs it will have an impact on income (Hermawan, 2016). Accessibility also has an impact on the quality of life of local people

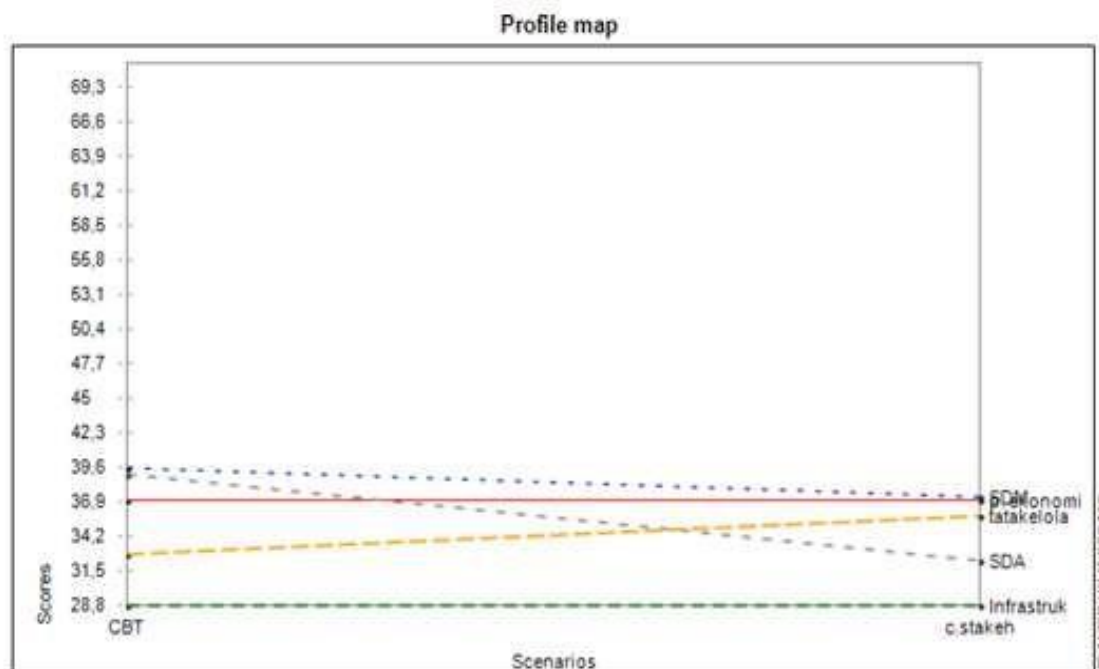
Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

because it is easier for people to access public services, education and health. Accessibility has an impact on social and cultural change, both positive and negative. Accessibility from the positive side to social and cultural change, namely the village gets a broad cultural influence, opening up opportunities to increase awareness and preservation of local culture. However, from the negative side, excessive tourism or without good management can lead to the loss of local cultural identity or a shift in the lifestyle of village people in Bongkasa Village. Better accessibility also helps in the distribution of economic benefits more evenly in Bongkasa Tourism Village. The presence of tourists visiting villages, especially Bongkasa Tourism Village, will lead to equal distribution of income and local economic development in rural areas.

Furthermore, income in the context of the sustainability of tourist villages refers to income obtained from tourism activities. Income is very important in the sustainability of tourist villages. Income is related to economic problems, income is related to employment opportunities. The level of income received by the community certainly varies and if associated with tourism it will also show differences in income levels, this is due to the number of tourist visits to a destination. Based on Sir Peter Hall's Development Planning Theory, when viewed from the income side, the development and development of tourist villages must be a planned development as a whole so that it gets maximum benefits for the community, especially from an economic perspective (Aminuddin et al., 2022). In accordance with this theory, the development of tourist villages must be optimally planned by the government, community, private sector and other stakeholders so that the benefits or benefits obtained from the development of tourist villages can be felt by all parties in Bongkasa Tourism Village and to realize the sustainability of Bongkasa Tourism Village in the long term.

C. Sustainability Analysis of Bongkasa Tourism Village with MULTIPOL Analysis

CBT scenario then the policies used are local human resource development (HRD), sustainable natural resource management, and local economic empowerment. The CBT scenario in the development of Bongkasa Tourism Village emphasizes the empowerment of local communities as the main subject. The policies implemented are local human resource development through training and education provided to local communities in Bongkasa Tourism Village to increase community capacity in managing tourism villages independently and sustainably. Furthermore, for the Collaborative Governance (C. Stakeh) scenario the policies used are local human resource development, local economic empowerment and improvement of governance through transparency, participation and coordination between stakeholders in Bongkasa Tourism Village.



Source: Data processing results with MULTIPOL, 2025

Figure 3 Map Profile for Policy against Scenario

Based on the description of the results of the analysis above, the potential scenario for the sustainability of Bongkasa Tourism Village is influenced by two scenarios, namely Community Based Tourism (CBT) and Collaborative Governance. The involvement of local communities in tourism village activities is the main key to the sustainability of tourism villages. The first scenario is CBT through local human resource development policies, sustainable natural resource management, and local economic

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

empowerment. Based on Arthus Lewis's Theory, if it is associated with the results of this study, the local community (HR) of Bongkasa Village is involved in tourism activities in Bongkasa Village, it will help reduce unemployment, poverty and be able to create economic growth in rural areas, especially in Bongkasa Tourism Village. CBT focuses on empowering local communities as the main actors in the management and development of tourist destinations, thereby improving the quality of life of the community through increasing capacity, skills, and knowledge. The development of local human resources through tour guide training and increasing the capacity of local communities contributes to improving welfare and empowering the local economy through the community-based tourism sector (Maulidya, et al., 2022).

Sustainable natural resource development policies are crucial policies in CBT, because environmental sustainability and local culture are the main attractions for tourists. Collaboration between stakeholders in formulating sustainable regional spatial plans shows the importance of integration between environmental conservation and economic development based on natural resources and local wisdom. This policy not only supports environmental sustainability but also improves community welfare through wise and sustainable use of natural resources (David et al., 2024). CBT supported by policies that pay attention to local human resource development, sustainable natural resource management, and local economic empowerment can be a model for inclusive and sustainable development in Bongkasa Tourism Village.

The second scenario is Collaborative Governance (C. Stakeh) this is because Collaborative Governance is a strategic approach that is able to emphasize cooperation between various stakeholders such as district governments, village governments, local communities, business actors, and academics in the process of formulating, implementing, and evaluating policies on the development of tourist villages. Collaborative Governance relevantly answers the complexity of the challenges in the development of tourist villages which are multidimensional and require cross-sector coordination and active participation from local communities.

Sir Peter Hall's Development Planning Theory when associated with this research through the Collaborative Governance scenario where activities or strategies bring together stakeholders from various sectors with the aim of designing and implementing a policy on a program or action. The sustainability of Bongkasa Tourism Village requires the role and participation of various stakeholders in Bongkasa Village so that all activities related to the tourism village can run smoothly and sustainably in the long term. The Collaborative Governance scenario through local human resource development policies, local economic empowerment and improved governance. Collaborative Governance acts as a bridge to create inclusive and responsive policies to the needs of local communities in Bongkasa Tourism Village.

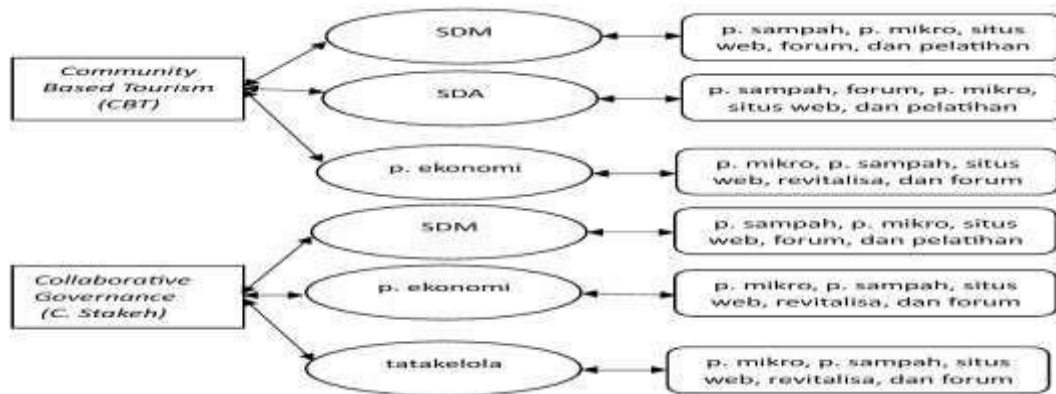
The Collaborative Governance scenario is designed to improve the quality of rural human resources by involving various parties in the decision-making process and policy implementation, the implementation stages of the new Collaborative Governance in the dimension of principled involvement that shows the importance of shared commitment in realizing sustainable development goals (Prasetyo et al., 2021). Collaborative Governance provides space for the actors involved to have a positive process in developing the creative economy and not only strengthen the capacity of local human resources and the economy, but also improve governance through active participation and transparency in the decision-making process.

Empowerment of the local economy with the Collaborative Governance scenario is the core of efforts to improve social and economic sustainability where this policy includes training, strengthening community economic institutions such as BUMDes and Tourism Cooperatives as well as access to financing and markets. Cross-sector collaboration between various stakeholders through the development of tourism villages will create a more independent and competitive local economic ecosystem by involving the participation of local communities as the main actors in sustainable tourism village development and development activities in Bongkasa Tourism Village.

Furthermore, governance is the foundation of the success of the Collaborative Governance scenario. Governance includes aspects of transparency, accountability, participation and coordination between institutions. The collaboration between stakeholders of Bongkasa Tourism Village will have an impact on the creation of a management system that is not only centralized on one party, but is capable of being comprehensive. Implementation of appropriate policies and collaboration between various parties are the keys to success in achieving the sustainability goals of Bongkasa Tourism Village.

Based on the results of the analysis, a potential scenario for the sustainability of the Tourism Village in Bongkasa can be drawn up as in Figure 4.

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village



Source: processed data, 2025

Figure 4 Interaction of Scenario, Policy, and Program (Action)

Based on Figure 4, two types of evaluations in MULTIOL are produced, namely first, evaluation based on "Actions to Policy" or programs against policies. Figure 5.10 local human resource development policy (HRD) programs that are prioritized or prioritized for the sustainability of Bongkasa Tourism Village are outreach programs on waste management and environmental conservation (p. sampah), micro-financing programs for small and medium enterprises (p. mikro), village tourism website development programs that display local products, cultural attractions, and activities involving tourists (website), communication forum formation programs involving various stakeholders (forum), as well as homestay management training, local culinary, and tour service provision (training).

Sustainable natural resource management policies, the programs that are prioritized for the sustainability of Bongkasa Tourism Village are outreach programs on waste management and environmental conservation (p. sampah), a program for establishing a communication forum involving various stakeholders (forum), a micro-financing program for small and medium enterprises (p. mikro), a program for developing a tourism village website that displays local products, cultural attractions, and activities involving tourists (website), as well as training in homestay management, local culinary, and provision of tour services (training).

The policy for improving governance (tatakelora) towards the sustainability of Bongkasa Tourism Village, the programs that are prioritized or prioritized are the micro-financing program for small and medium enterprises (p. mikro), the extension program on waste management and environmental conservation (p. sampah), the program for developing a tourism village website that displays local products, cultural attractions, and activities involving tourists (website), the program for revitalizing tourism supporters (revitalisa), and the program for establishing a communication forum involving various stakeholders (forum).

Counseling on waste management and environmental conservation is an integral part of local human resource development in the sustainability of Bongkasa Tourism Village. Training on independent waste management has increased the capacity of the community in managing waste and producing organic fertilizer so that it can support the sustainability of the environment and the village economy (Kurniawati et al., 2025). In addition to waste management, microfinance programs for small and medium enterprises are very important in supporting the economy of Bongkasa Tourism Village. The implementation of the MSME empowerment program requires increased coordination between government agencies to avoid overlapping programs and ensure even distribution to MSMEs in the Tourism Village. Website development programs can increase the promotion of local products and cultural attractions. The creation and distribution of websites to promote local arts and culture has improved community skills in managing digital platforms and expanding the reach of the village product market (Miharso et al., 2024).

The program for establishing a stakeholder communication forum (forum) is important for coordination and joint planning in the development of Bongkasa Tourism Village. Although the stakeholder communication forum already exists, active participation from all parties still needs to be increased for the effectiveness of community-based tourism village development. Homestay management programs, local culinary and tour service provision are very important to improve the quality of services in Bongkasa Tourism Village. Training on the quality of service to tourists and making local culinary has had a positive impact on the development of tourism villages (Noerchoidah et al., 2020).

The second type of evaluation, namely the evaluation based on "Policies to Scenario" where this evaluation determines policies that are in accordance with the first scenario, namely the Community Based Tourism scenario, the policy that is prioritized or prioritized is the policy of developing local human resources in the sustainability of the Bongkasa Tourism Village, empowering local communities through tourism skills training such as homestay management, local cuisine and providing tour services can increase the capacity of human resources in managing tourist villages independently. The policy of sustainable natural resource management for the sustainability of the Bongkasa Tourism Village, the implementation of CBT emphasizes environmental

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

preservation through sustainable management of natural resources which are the main attraction for tourists. Then the policy of empowering the local economy through CBT, local communities are empowered to develop micro, small and medium enterprises (MSMEs) based on local potential such as handicrafts, culinary and cultural attractions (Lekatompeppy and Oja, 2024).

The second scenario of Collaborative Governance, the policy that is prioritized or prioritized is the policy of developing local human resources in Collaborative Governance, local human resource development is carried out through collaboration between the government, community, and private sector to provide training and education that is relevant to the needs of the tourism industry. The policy of empowering the local economy towards the sustainability of the Bongkasa Tourism Village Collaborative Governance encourages local economic empowerment through the development of MSMEs and community involvement in tourism-based economic activities so that it can increase community income and welfare. Furthermore, the policy of improving governance where Collaborative Governance emphasizes improving governance through collaboration between various stakeholders that can increase transparency, accountability, and effectiveness in the management of the Bongkasa Tourism Village.

V. CONCLUSIONS

Based on the results of the analysis and discussion outlined above, the following conclusions can be drawn:

1) The crucial variables that affect the sustainability of the Tourism Village in Bongkasa are three main variables, namely attractiveness, accessibility and income. Based on the results of the analysis, the variables that have a very big influence with little dependency (Influence Variables) consist of accessibility, income and attractiveness variables. The variables that have an influence but are very dependent, describe unstable variables (Relay Variables) which consist of tourist market and promotion variables. The variables that have a small influence but high dependency (Depending Variables) consist of investment variables, job opportunities, facilities and infrastructure, institutions, conservation and quality of life. The variables that have a small influence and little dependency (Excluded Variables) consist of the variables of Caring Capital and cultural development.

2) There are two scenarios that are appropriate for the sustainability of Bongkasa Tourism Village, namely the first, Community Based Tourism and Collaborative Governance scenarios. The Community Based Tourism scenario that is prioritized is the policy of developing local human resources, sustainable management of natural resources, and empowering the local economy. While the second scenario, Collaborative Governance that is prioritized is the policy of developing local human resources, empowering the local economy, and improving governance..

Based on the conclusions above, there are several suggestions that can be given in this study, namely for the Village Government to provide soft skill training programs to local communities such as training on natural resource management, human resource management, and training on tourism development. This can be done because Bongkasa Village has natural potential so that local communities maintain environmental balance in the long term. In addition, for business actors to prioritize and involve local communities both in planning, developing and maintaining the sustainability of Bongkasa Tourism Village so that local communities can feel the benefits of the existence of Bongkasa Tourism Village such as from an economic perspective, local communities can participate in investing in the development of tourist destinations, get job opportunities or job opportunities so that people have income to meet their living needs and improve welfare. In addition, involving the district government, village government, academics, and pokdarwis.

REFERENCES

- 1) Yanti, Silvia Dama dan Kurniyati Indahsari. (2024). Dampak Pembangunan Desa Wisata terhadap Pencapaian Sustainable Development Goals (SGDs) Desa. *Buletin Ekonomika Pembangunan*. Vol. 5, No.1. Hal: 152-170.
- 2) Purnomo, Singgih., Rahayu, E.S., Riani, A.L., Suminah, S., dan Udin, U.D.I.N. (2020). Empowerment Model for Sustainable Tourism Village in an Emerging Country. *Journal of Asian Finance Economics and Business*, Vol. 7, No.2. DOI: 10.13106/jafeb.2020.vol7.no2.261
- 3) Buchori, A., Sulisty, A., Yudiandri, T. E., Arifkusuma, M. B., Hadianito, F., Aguilera, E., dan Saputra, I. (2023). Inovasi Desa Wisata Dalam Menciptakan Pengelolaan Dan Pemasaran Berkelanjutan. *Journal of Tourism Destination andAttraction*, Vol.11,No.2,hal:89-100. DOI: <https://doi.org/10.35814/tourism.v11i2.5392>
- 4) Sudheer, Arya. (2021). Integrated Village Tourism for Rural Sustainability and Development: A Review of Village Tourism and Its Impact on The Environment and Society of Kumbalanghi Model Tourism Village. *JournalNX- A Multidisciplinary Peer Reviewed Journal*. Vol. 7, No.5.
- 5) Rahmat, Taufiq dan Diah Apriliani. (2022). Model Pengembangan Desa Wisata Berbasis Sustainability Tourism dalam Perspektif Green HRM. *Kajian dan Riset Manajemen Profesional*.Vol.13,No.2. DOI: <https://doi.org/10.53675/karismapro.v13i2.1073>

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

- 6) Anggraini, Ratih, dan Dewi Khornida Marheni. (2023). Strategi Pengembangan Potensi Wisata Sebagai Upaya Peningkatan Eksistensi Ekowisata dan Meningkatkan Ekonomi Masyarakat Pada Desa Wisata Kampung Terih. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jebma)*, Vol.3, No.3, hal:1040-1051. DOI: 10.47709/jebma.v3i3.3277
- 7) Winarno, Tedy., Said, M.M.U., dan Hayat, H. (2021). Pengembangan Desa Wisata Adat Using Kemiren melalui Pendekatan Penta Helix. *Journal of Governance and Local Politics*. Vol. 3, No.2, hal: 137-145.
- 8) Huda, Syamsul., Wardaya, Wardaya., dan Anitasari, Dwi. (2021). Pengembangan Sadar Wisata Melalui Strategi Pentahelix Bagi Masyarakat Desa Wonosalam, Jombang. *Jurnal Ekonomika Dan Bisnis*, Vol.1, No.3,hal:161-172.
- 9) Arismayanti, N. K., Sendra, I. M., Suwena, I. K., Budiarsa, M., Bakta, I. M., dan Pitana, I. G. (2019). Tourism Villages' Development In Bali, Mass Or Alternative Tourism. *Journal of Tourism and Hospitality Management*, Vol.7, No.2, hal:117-139. DOI: 10.15640/jthm.v7n2a11
- 10) Tjilen, Alexander Phuk., Waas, R.F.Y., Ririhena, S.W., Tambaip, B., Syahrudin, S., Ohoiwutun, Y., dan Prihandayani, R.D. (2023). Optimalisasi Potensi Desa Wisata Melalui Manajemen Pengelolaan Yang Berkelanjutan: Kontribusi Bagi Kesejahteraan Masyarakat Lokal. *Jurnal Pengabdian Cendikia*, Vol. 2, No. 6, hal: 38-49.
DOI: <https://doi.org/10.5281/zenodo.8373947>
- 11) Wirawan, Rudolf. (2018). Kampung IT-Menuju Pembangunan Berkelanjutan. *Jurnal Pengabdian Kepada Masyarakat*, Vol. 1, No.3. Hal: 150-169.
- 12) Rahmawati, Deti., Soedarso, S., dan Fahmi, A. (2023). Analisis Pengembangan Desa Wisata untuk Keberlanjutan Petani Strawberry di Desa Wisata Pandanrejo Menggunakan Metode Participatory Rural Appraisal (PRA). *Jurnal Sosial Humaniora (JSH)*, Vol. 16, No.1, hal: 16-28.
- 13) Komariah, Neneng., Saepudin, Encang., dan Rodiah, Saleha. (2018). Development of Tourist Village Based on Local Wisdom. *Journal of Environmental Management and Tourism*. Vol.9, No.6(30).
DOI: [https://doi.org/10.14505/jemt.v9.6\(30\).05](https://doi.org/10.14505/jemt.v9.6(30).05)
- 14) Wijaya, I Kadek Merta. (2021). Local And Sustainable Potential Approaches In The Design Of A Master Plan Architecture: Case Study Of Paksebal Tourism Village Development, Indonesia. *GeoJournal of Tourism and Geosites*. Vol. 36, No.2. Hal: 571-579
- 15) Ćurčić, Nevena., Mirković Svitlica, A., Brankov, J., Bjeljic, Ž., Pavlović, S., dan Jandžiković, B. (2021). The role of rural tourism in strengthening the sustainability of rural areas: The case Zlakusa village. *Sustainability*, Vol.13, No. 12. <https://doi.org/10.3390/su13126747>
- 16) Adyatma, I. Wayan Chandra., Wiraharja, I. Putu Gede Satria., dan Wirawan, I. Made Dwi Sumba. (2023). Peningkatan Daya Saing Objek Wisata Berbasis Komunitas Melalui Pemanfaatan Social Media Marketing dan Analisis Akuntansi Perpajakan di Desa Bongkasa Provinsi Bali. *Jurnal Kabar Masyarakat*, 1(4), 112-122.
- 17) Mariantikaa, Ni Putu dan Nerawati, Ni Gusti Ayu Agung. (2022). Upaya Pelestarian Lingkungan Desa Bongkasa Berdasarkan Ajaran Tri Hita Karana. *Jurnal Ilmu Pendidikan*. Vol. 5, No.4.
- 18) Mahagangga, I. G. A. O., Sukana, M., Suryawan, I. B., dan Anom, I. P. (2018). Pengembangan Desa Wisata di Desa Bongkasa Kecamatan Abiansemal Kabupaten Badung Provinsi Bali. *Buletin Udayana Mengabdi*, Vol.17, No.1, hal:177186.
- 19) Sugiyono. (2012). *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Bandung: Alfabeta.
- 20) Syarifuddin, Didin. (2023). Partisipasi Masyarakat Dalam Pengembangan Pariwisata Di Kampung Wisata Cireundeu, Cimahi, Jawa Barat. *JURNAL PARADIGMA: Journal of Sociology Research and Education*, Vol.4, No.2, hlm:141-157. DOI: 10.53682/jpjsre.v4i2.8024
- 21) Musleh, Moh. dan Rosa, Nabila Septia. (2024). Strategi Pemanfaatan Kearifan Lokal dalam pengembangan Desa Wisata Pandean Kabupaten Trenggalek. *Journal of Contemporary Public Administration (JCPA)*, Vol.4, No.1, hlm:36-44. DOI: <https://doi.org/10.22225/jcpa.4.1.2024.36-44>
- 22) Hermawan, Hary. (2016). Dampak pengembangan Desa Wisata Nglanggeran terhadap ekonomi masyarakat lokal. *Jurnal pariwisata*, Vol.3, No.2, hlm: 105-117. DOI: <https://doi.org/10.31294/par.v3i2.1383>
- 23) Aminuddin, H., Nailufar, F. D., dan Mujiburrohman, M. A. (2022). Dampak Pengembangan Desa Wisata Terhadap Sosial Ekonomi Masyarakat. *Journal of Public Power*, Vol.6, DOI: <https://doi.org/10.32492/jpp.v6i1.6102>
- 24) Maulidya, Sapta Yulinar., Pratiwi, Ratih., dan Purnomo Mochammad. (2022). Pengembangan SDM dalam Mendukung Pembangunan Berkelanjutan melalui Community Based Tourism di Kecamatan Plantungan Kabupaten Kendal. *Jurnal Iqtisaduna*. Vol. 8, No.2. DOI: <https://doi.org/10.24252/iqtisaduna.v8i2.31952>
- 25) David, Theopilus., Ito, Helena Devung., Noor, M., dan Effendi, Nur. S. (2024). Strategi Peningkatan Ekonomi Masyarakat Berbasis Sumber Daya Alam dan Kearifan Lokal di Kabupaten Mahakam Ulu. *International Journal Of Demos*. Vol. 6, No. 3. DOI: <https://doi.org/10.37950/ijd.v6i3.502>

Analysis of Potential Scenarios for Sustainability of Tourism Villages in Bongkasa Village

- 26) Prasetyo, Eko., Utami, dan Amanda, Tifanni Aulia. (2021). Perancangan Model Tata Kelola Kolaboratif dalam Peningkatan Kualitas Sumber Daya Manusia Perdesaan di Kabupaten Pandeglang. Jurnal Adminnistrasi Publik. Vol. 7, No.3. DOI: <https://doi.org/10.26618/kjap.v7i3.6311>
- 27) Kurniawati, Lucia., Rubiyanto., Wijayanti, Wiwid Lucia. (2025). Peningkatan Kapasitas Manajemen Pengelola Desa Wisata Purwosari, Kulon Progo Daerah Istimewa Yogyakarta dalam Pengelolaan Sampah secara Mandiri Menuju Ekonomi Berkelanjutan. DOI: <https://doi.org/10.54082/jamsi.1548>
- 28) Miharso, Apit., Prasetya, Rizky., Zandra, Rosy Aprieza Puspita., Nurfitriasih, Dyah Metha., Kartiko Galuh., Ludfillah, Novrida Qudsi. (2024). Optimalisasi Promosi Desa Wisata Budaya Berbasis Website Pada Desa Tulusbesar. Vol. 4, No.2. Jurnal Pengabdian DOI: <https://doi.org/10.47709/dst.v4i2.4818>
- 29) Noerchoidah. Purnangingrum, Evita., Fariana, Rina. dan Subakir. (2020). Peningkatan Kualitas SDM Dalam Mendukung Pengembangan Desa Wisata Banjarsari Kecamatan Manyar Kabupaten Gresik. Jurnal Pengabdian Masyarakat. Vol. 1, No.2. hlm: 125-130. DOI:10.36456/ekobisabdimas.1.2.3028
- 30) Lekatompessy, Ransta. L., Maturbongs, E. E., dan Oja, H. (2024). Community Based Tourism Policy Strategy. Societas: Jurnal Ilmu Administrasi dan Sosial, 13(1), 284-292. DOI: <https://doi.org/10.35724/sjias.v13i1.5971>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.