COMMUNITY EMPOWERMENT STRATEGY IN DEVELOPMENT OF TRADITIONAL OBJECT BASED ON CUSTOMS IN TARO GIANYAR VILLAGE

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Abstract

The main objective of this research is to find out the community empowerment strategy in developing traditional village-based tourism objects. The study was conducted in the Indigenous Village of Taro Gianyar, Bali. Data were analyzed using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The results found internal factors that can affect the preservation of tourism objects in the Taro Kaja Indigenous Village, lack of innovation in some objects. While from external factors namely the existence of regulations/policies that do not fully regulate the equal rights and obligations in the management and development of the area, the attractions are not unique anymore because the attractions are also owned by other regions. There are government regulations that lack transparency in the management and development of tourist areas. The strategy of empowering indigenous peoples has been done well enough so that it has a high level of optimism so that it is found in the position of awareness in Cell IV, that is Growing and nurturing (pausing for a while) showing that there is still a need for coaching and fostering the spirit of indigenous peoples to become more empowered, in terms of it grows and builds to do coaching.

Keywords: village, tourism, empowerment, internal, external.

I. INTRODUCTION

The Development of Indonesia's tourism industry is considered as the right strategy to increase foreign exchange earnings. Growth in tourism GDP since 2001 has always shown a higher growth rate than national GDP. In 2008 Indonesian tourism contributed to the Gross Domestic Product (GDP) of Rp. 153.25 trillion or 3.09% of Indonesia's total GDP. In 2009, its contribution increased to 3.25%.
The growth of tourism visits is an opportunity to reduce unemployment, thus giving a very big impact for the community, especially people who are in the tourist destination. Bali as one of the tourist destinations that is very famous for nature and the friendliness of its inhabitants is the main attraction for tourists. The tourism sector can make a significant contribution as a source of regional foreign exchange in the last few decades and has been able to become a generator of the leading economy of Bali (Agung and Andriyani, 2017).

According to the Bali Provincial BPS (2018) the number of tourist arrivals to Bali in the last three years has increased. In 2016 it reached 4,927,937 people, in 2017 it increased to 5,697,739 people and in 2018 it increased again to 6,070,473 people. Gianyar Regency is one of nine regencies / cities in the Province of Bali, also making the tourism sector as a leading sector in regional development. Indigenous community empowerment is seen from the leadership structure consisting of: elements of Adat Village institutions and decision makers, Adat Village institutions consist of: Prajuru Adat Villages, Sabha Adat Villages, Kerta Adat Villages, Banjar Adat / Banjar Suka Duka. Decision-making institutions consist of: Paruman Adat Village and Pesangkepan Adat Village. Prajuru Adat Desa consists of: Bendesa Indigenous, traditional Adjunctors, or commander, withdrawal or clerk, patengen or mercury. (Bali provincial regulation no 4 2019 on Customary Villages)

Village Service Structure consists of: Village Head, Village Secretary, Village Government Agency, Head of Government Affairs, Head of People's Welfare Affairs, Head of Development Affairs, Head of Financial Affairs, Head of Administrative Affairs and General, Head of Planning, and fourteen banjar agencies. With the empowerment of Indigenous people who bring noble values in every tourism object that holds Bali culture tightly. This is evident from the number of custom-based tourism village formed, one of them is Taro Kaja Traditional Village. Empowerment of indigenous peoples can only occur if the community itself also participates with a high level of participation. Community empowerment includes aspects of input Human Resources (HR), funds, equipment or facilities, data, plans, technology, process aspects (implementation, monitoring and supervision), and aspects output (achievement of targets, effectiveness and efficiency) (Adisasmita, 2006).

The main attraction of the Taro Kaja Indigenous Village is the custom-based white ox and began to be managed well since 2010. Furthermore, the determination of Taro Village as a tourist village in 2017 in accordance with the Decree of the Regent of Gianyar No. 429 / E-02 / HK / 2017 concerning the establishment of a tourist village in Gianyar Regency. Based on data from tourist visits to the white ox object since it was determined to be a tourist village has not shown an increase or a tendency to decrease from 2016. The number of tourist visits to the White Ox Tourism object in 2016 was 4,869 people, in 2017 it decreased to 3,288 people and in 2018 experienced a return decreased to as many as 2,657 people. (Gianyar Regency Tourism Office, 2018).

The award that was won by the Taro Kaja Indigenous Village like Kalpataru proves that the Taro Kaja Indigenous Village is committed to preserving nature and the environment, and protecting the white ox so as to avoid extinction besides there is also the potential that is still owned by the Taro Kaja Customary Village such as a lodging place fused with taro forest camping for tourists to stay and vacation, the waterfalls lure yeh unspoiled very cool and attractive as a self-cleaning melukat naturaland is still beautiful.

Other tourism objects in the Taro Kaja Indigenous Village are the elephant safari park attractions which wereelephant safari park inaugurated in 2000 as an international standard for animal care with an area of approximately 2 hectares. Besides only seeing elephants, tourists can also see elephant attractions such as riding elephants around the Taro forest, bathing elephants in ponds, painting elephants, touching elephants, and taking pictures with elephants, elephant history museums, restaurants, elephant painting souvenirs, elephant ivory, carvings, clothing souvenirs and jewelry. Tourist visits to elephant attractions tend to increase every year, tourist visits to the elephant safari park in 2016 were 312,120 people in 2017 as many as 378,235 people and in 2018 as many as 434,320 people. (Gianyar Regency Tourism Office, 2018). Based on the data above, the development of tourist attraction in the village of Taro Kaja is not optimal. There are many things that need to be studied and developed from custom-based tourism objects in Taro Kaja Village.
Other potentials which have not been developed optimally such as spiritual tourism are the Jagyangan Jagat Temple, Agung Mount Raung Temple, Temple Pura Pasem Dalem Dalem Pinggil Temple, Sanghayang Alang Temple, Sanghyang Tegal Temple, Tegal Suci Temple, Mutering Jagat Temple, Temple Pura Dalem Waturenggong Dalem Temple, Temple Panti Abuhan, Pura Bujangga Waisnawa, Pura Masceti, Pura Kertasari. The sacred traditional dance of the Taro Kaja Village is the sacred dance of the dance narnir, the dance goak ngajang sebun which is performed by the late art maestro I Ketut Cemil accompanied by gamelan from generation to generation called karamen by the gamelan. Taruktuk. This dance has an impression magical in it because before the stage always takes root taksu has also been an art ambassador at the Bali arts performance 2019. (Profile of Taro Village, 2019)

Based on the data above, the development of tourist attraction in the village of Taro Kaja is not optimal and not yet optimal integrated both in terms of attractions, management, and marketing of all these attractions. There are many things that need to be studied and developed from custom-based tourism objects in the Taro Kaja Customary Village and the sustainability of these attractions. All of the potentials of the Taro Kaja Indigenous Village as a Tourism Village have not been developed optimally so they are very interested in further research in order to get a strategy that can ultimately be made a formula - formulation to further strengthen the development of custom-based tourism objects as a support for the Tourism Village in the Village Adat Taro Kaja. Gianyar Regency.

II. RESEARCH METHOD

The study was conducted in the Adat Taro Kaja Village, Gianyar Regency. Respondents were determined 30 people by sampling technique. The sampling technique used was purposive sampling. The researcher determined the respondent / participant by asking information from stakeholders relevant, in this case the Taro Kaja Customary Village, regarding which parties were involved in the policy making process in community empowerment efforts. The criteria that must be met to determine the respondents / participants in this study are: 1) Is a stakeholder who influences the development of custom-based tourism areas; 2) Understand and know the description of the research area; 3) selected communities that are considered to be actively participating in the empowerment process of a number of population

Data analysis techniques

This research uses SWOT () analysisStrengths, Weaknesses Opportunities Threats) supported by IFAS analysis / EFAS. SWOT is an analysis and planning tool that aims to determine strategies for the future by examining the current situation in each direction. In this analysis method, it is necessary to accurately identify threats and opportunities arising from external factors as well as strengths and weaknesses of internal factors. These internal and external factors are called strategic factors and are a SWOT analysis. Community is the most important factor for the future of an institution, using the strengths of institutions / operators, is to better utilize opportunities and reduce the impact of threats and consider community weaknesses. The SWOT analysis is carried out as part of a broader strategic plan

III. RESULTS AND DISCUSSION

The quadrant position of the Taro Kaja Indigenous Village effort to empower indigenous peoples in developing indigenous community-based tourism destinations can be seen from the value of tem u between internal factor score and external factor score. Based on the calculation of internal and external factors, it is found that the total value of internal factors (strengths and weaknesses) is 3.01

The strength factor of each component has the same highest weight of 0.06, namely the existence of equal rights and obligations in the management of custom-based tourism village areas in the Taro Kaja Customary Village, the policies governing the management of Indigenous-based tourism village areas in the Taro Kaja Customary Village, the existence of natural, cultural, and artificial potential as the main attractions of tourism objects in the Taro Kaja Indigenous Village, the existence
of community independence in the management of the area as well as accessibility to the custom-based tourism village area in the Taro Kaja Customary Village. There is ongoing training and training to develop human resource capacity for the community related to the management of custom-based tourism village areas in Adat Taro Kaja Village, transparency and participation as well as supporting infrastructure in planning custom-based tourism village areas in Adat Taro Kaja Village, the uniqueness of tourist attractions custom-based culture owned by the Taro Kaja Customary Village, the participation of indigenous peoples in the management of the tourism village area in the Taro Kaja Customary Village, the control of environmental preservation in the custom-based tourism village area in the Taro Kaja Customary Village.

While the weight of the strength factor which is the existence of innovation for marketing and creating investment opportunities for investors from both inside and outside is 0.05. The power factor has a rating of 3.7 which is the highest weight of the development and ongoing training for capacity building related to community-based management of indigenous tourism village in the Village People Taro Kaja. While the strength factor which has the rating is lowest 2.9, namely the existence of innovation for marketing and creating investment opportunities for investors from inside and outside.

Furthermore, each component of the weakness factor has the same lowest weight of 0.04, namely the lack of equal rights and obligations in the management of custom-based village tourism areas in the Taro Kaja Customary Village, there is no integrated policy between the management of tourism objects in custom-based tourism village areas in Adat Taro Kaja Village, not yet optimal natural, cultural, artificial potential as the main attractions in Adat Taro Kaja Village, lack of optimal independence of indigenous peoples and accessibility in managing custom-based tourism village areas in Adat Taro Kaja Village. Less than optimal training and training for human resource capacity development related to the management of custom-based tourism village areas in the Taro Kaja Customary Village. Lack of transparency and participation as well as supporting facilities in the planning of rural tourism areas in the Taro Kaja Indigenous Village, the uniqueness of all the attractions in the uniqueness of attractions in the village of Taro Kaja. Not optimal resources and community participation in the management of custom-based tourism village areas in the Taro Kaja Adat Village, not yet optimal control of environmental sustainability in the custom-based tourism village area in the Taro Kaja Customary Village.

While the weight of the strength of innovation for marketing and creating investment opportunities for investors from inside and outside with a weight of .05 this due to the lack of innovation in several attractions to create investment opportunities for investors from inside and outside. Furthermore, the weakness factor is the lack of innovation in several tourism objects to create investment opportunities for investors from inside and outside. Having the rating highest with a value of 2.9. While the weakness factor is less optimal independence of indigenous peoples and accessibility in managing custom-based tourism village areas in the Taro Kaja Customary Village has the rating lowest with a value of 2.0, namely.

Furthermore, the results of the calculation of external factor scores (opportunities and threats) found that the total score for external factors was 2.98. In this study the opportunity factor that has the highest weight is 0.1, namely the presence of external facilitators (government and private institutions) to empower indigenous peoples in the Taro Kaja Indigenous Village, the policies of the local government regarding transparency in management (BUPDA) for the area adat-based tourism village by the Taro Kaja Indigenous Village community.

While the lowest weight is the value of 0.08, namely the presence of investors who have the opportunity to invest their capital in the tourism village area in the Taro Kaja Customary Village. While the opportunity factor that has the rating highest 3.5 is the existence of a policy from the Regional Government related to transparency in management (BUPDA) for the custom-based tourism village area by the Taro Village community. While the rating lowest with a value of 2.8 is the presence of investors who have the opportunity to invest their capital in the tourism village area in the Taro Kaja Traditional Village.

Furthermore, the highest weighting threat factor is 0.08, namely the existence of regulations / policies that do not fully regulate the equal rights and obligations in the management and development
of the tourism village area in the Taro Kaja Customary Village, the attractions are not unique anymore because the attractions are also owned by other regions. There are government regulations that lack transparency in the management and development of custom-based tourism village areas in the Taro Kaja Customary Village. While the lowest weighting threat factor of 0.07 is the presence of foreign investors less optimizing the empowerment of indigenous peoples in the Taro Kaja Indigenous Village. Lack of interest from domestic and foreign investors to invest their capital in the Taro Kaja tourism village area, the lack of optimal policies / regulations related to management and development of environmental preservation that can threaten environmental preservation in the custom-based tourism area in the Taro Kaja Customary Village.

While the threat factor with the ratting highest of 2.9 is the existence of regulations / policies that do not fully regulate the equality of rights and obligations in the management and development of tourism areas in the Taro Kaja Customary Village, while the ratting is lowest at point 6 of 2.3 which is not yet the optimal direction of policies / regulations related to the management and development of environmental preservation that can threaten environmental sustainability in the custom-based tourism village area in the Adat Taro Kaja Village.

Based on the analysis of internal factors and external factors, it was found that the total score for internal factors was 3.01. While the total external factor score is 2.98. The quadrant position of the empowerment of indigenous peoples in the development of traditional community-based tourism objects in the Village Taro Kaja Adat is in Cell IV, which is to grow and develop (stop for a moment or continue on condition) areas with strong competitive positions and sufficient attractiveness, may not pursue change significant in its development strategy. The right strategy to do is stop for a moment to consolidate resources. The quadrant position of the empowerment of indigenous peoples in the development of community-based tourism objects customary in the Taro Kaja Indigenous Village is shown in Table 1.

Table 1. Matrix of External-Internal Results

<table>
<thead>
<tr>
<th>TOTAL VALUE</th>
<th>Strong</th>
<th>Medium</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong</td>
<td>4.0</td>
<td>3.01</td>
<td>2.0</td>
</tr>
<tr>
<td>Medium</td>
<td>3.0</td>
<td>2.0</td>
<td>1.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>Strong</th>
<th>Medium</th>
<th>Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong</td>
<td>I Grow and develop (expansion Vertical)</td>
<td>II Grow and develop (concentration through horizontal integration)</td>
<td>III Maintain and maintain (rotating growth)</td>
</tr>
<tr>
<td>Medium</td>
<td>IV Growing and developing (pausing for a moment)</td>
<td>V Maintain and maintain (unchanged strategy)</td>
<td>VI Harvest and divestment (areas depleted or sell out vigilance)</td>
</tr>
<tr>
<td>Weak</td>
<td>VII Maintain and maintain (diversification of concentrations)</td>
<td>VIII Harvest or divestment</td>
<td>IX Harvest and diversification (liquidation)</td>
</tr>
</tbody>
</table>
Based on Table 1 above, it is known that the efforts of the Taro Kaja indigenous to empower indigenous peoples in developing indigenous community-based tourism objects have grown well and already exist coaching is done well even though it has not been integrated as a whole from the tourism objects in the Taro Kaja Customary Village. Therefore the right strategy is needed to find out how the strategy of empowering indigenous peoples in the development of indigenous community-based tourism objects in the Taro Kaja Customary Village in order to create indigenous people who have decision-making abilities, independent communities and have the ability to take advantage of opportunities in development existing tourist destinations.

**Community Empowerment Strategies Indigenous in the Development of Indigenous Community Based Tourism Object**

**Identification of Strength, Weakness, Opportunity, and Threat (SWOT) Area**

The results of the analysis of strengths, weaknesses, opportunities and threats that have been determined from the SPSS calculation results for the questionnaire then obtained several identifications from each - each of the strengths, weaknesses, threats and opportunities. The following SWOT identification can be seen in Table 2.

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
<th>Opportunity</th>
<th>Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are similarities of rights and obligations in the management of cultural tourism areas in the Village Taro Kaja Indigenous</td>
<td>Lack of community independence in managing cultural, natural, and artificial tourism areas in the Village Taro Kaja Adat.</td>
<td>The regulations / policy regarding equal rights and obligations in the management of cultural tourism area, natural, artificial Village People Taro Kaja by local communities in accordance with the Regulation of the Bali Provincial No. 4 of 2019 Article 1 sequence number 8 on the Village People in Bali</td>
<td>Things to do that there is no uniqueness anymore because the attractions are also owned by other regions.</td>
</tr>
<tr>
<td>There are policies that regulate the management of cultural, natural and man-made tourism areas in the Village Taro Kaja Customary.</td>
<td>Lack of guidance and training for capacity building for indigenous peoples related to the management of cultural, natural and man-made tourism areas in the Village Taro Kaja Customary.</td>
<td>Cultural or artificial attractions that exist are something unique in Bali (physical and non-physical), so it needs to be granted a patent from the government.</td>
<td>With the influx of investors there can be competitive tourism activities.</td>
</tr>
<tr>
<td>The existence of cultural tourism as the main attraction in the Village Taro Kaja Customary.</td>
<td>There are external facilitators (government and private institutions) to empower local communities.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2. Identification of SWOT
Transparency and community participation in the planning of cultural, natural and man-made tourism areas in the Village Taro Kaja Adat.

The existence of arrangements related to the tourism village to become a tourist destination in the Regency of Gianyar.

The uniqueness of cultural and artificial tourist attractions owned in the Village Taro Kaja Traditional.

There are investors who have the opportunity to invest their capital in the cultural tourism area, as well as in the artificial village of Taro Kaja.

There are innovations to create investment opportunities both from within and outside investors.

Empowerment of LPD or BUMDES as a source of funding for the management of the Tourism Village in the Village Taro Kaja Customary.

**Community Empowerment Strategies Indigenous**

Peoples empowerment strategies in the development of Indigenous community-based tourism objects are formulated using a SWOT analysis of 5 Strategy. The formulated strategy is divided into 4 (four) classifications, namely SO Strategy, WO Strategy, ST Strategy, and WT Strategy.

SO strategy consists of 1 (one) strategy that has been formulated, namely: Conducting a feasibility study, compiling an integrated Tourism Village masterplan of all tourism objects in the Village Adat Taro Kaja as an Indigenous community-based Tourism Village in Gianyar Regency.

Furthermore, the WO strategy consists of 1 (one) strategy that has been formulated, namely: Optimizing Community Participation in the Management of Indigenous Community-based Tourism Villages through *upgrading the* capacity of human resources (community groups / units) by inviting facilitators from government, academia, and the private sector who are competent in the field of empowerment and management of the Tourism Village.

ST Strategy which also consists of 1 (one) strategy that has been formulated, namely: In-depth inventory of the potential of unique / unique local culture (dance, culinary, accessories) through studies / research involving academics (universities), government, and the community local.

WT Strategy has 2 (two) strategies, namely 1) Increase innovation in tourism promotion based on *e-promoting* (domestic vlogers and foreign vlogers), 2) Establish cooperation with other parties in making videography or photography themed Tourism Villages Indigenous community-based adat in
the Taro kaja Adat village. The process of formulation of 5 (five) pieces of existing strategies can be shown in more detail through a SWOT Analysis Matrix in Table 3.

### Table 3. SWOT Analysis Matrix

<table>
<thead>
<tr>
<th>Opportunities (opportunities) factors external opportunities</th>
<th>Strength (strengths)</th>
<th>Weaknesses (weaknesses) Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Internal Strengths factors</td>
<td>Internal Weaknesses</td>
</tr>
<tr>
<td><strong>SO Strategy</strong></td>
<td>Conduct a feasibility study, compile masterplan an integrated Indigenous Community Tourism integrated between one tourist attraction and another in the Taro Kaja Indigenous Village.</td>
<td>1. Optimizing Community Participation in the Management of Indigenous Community-based Tourism Villages through upgrading the capacity of human resources (community groups / units) in collaboration with the government, private sector, and academics.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threat (threat) Factors of external threats</th>
<th>ST Strategy</th>
<th>WT Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In-depth inventory of natural resources, customs and culture both tangible and intangible that is unique / unique (temples, dances, culinary, accessories) through studies / research involving academics (universities), government, and local people.</td>
<td>1. Fostering innovation to cooperate in tourism promotion based e-promoting (vlogger domestic and vlogger foreign). 2. Establish cooperation with other parties in making videography or photography themed Tourism Village Indigenous Taro Kaja based on Indigenous communities.</td>
</tr>
</tbody>
</table>

Source: Results of Analysis, 2019

**CONCLUSION**

1. Internal and external factors that can affect the preservation of indigenous community-based tourism objects in the Taro Kaja Indigenous Village are internal factors, namely the lack of innovation in several tourism objects to create investment opportunities for investors from inside and outside as well as a lack of innovation in several attractions to create investment opportunities for investors from inside and outside. While from external factors namely the
existence of regulations / policies that do not fully regulate the equal rights and obligations in the management and development of the tourism village area in the Taro Kaja Customary Village, the attractions are not unique anymore because the attractions are also owned by other regions. the existence of government regulations that lack transparency in the management and development of custom-based tourism village areas in the Taro Kaja Customary Village; there are regulations / policies that do not fully regulate the equal rights and obligations in the management and development of tourism areas in the Taro Kaja Customary Village.

2. The strategy of empowering indigenous peoples carried out in this study is the empowerment of indigenous peoples in the development of indigenous community-based tourism areas in the Taro Kaja Customary Village. The empowerment of indigenous peoples that has been done quite well so that it has a high level of optimism so that it is obtained in the position of awareness in Cell IV that is Growing and developing (pausing) shows that there is still a need to foster and foster the spirit of indigenous peoples to become more empowered, in this case growing and fostering to do coaching.

SUGGESTIONS

For the government of the Indigenous Village of Taro Kaja to optimize community participation in the management of indigenous community-based tourism villages through upgrading the capacity of human resources (community groups / units) by inviting facilitators from government, academia, and the private sector who are competent in the field of empowerment and management of Tourism Villages, as well as package all potential tourism objects as special interest attractions based on natural, cultural and artificial tourism, which highlight the beauty, uniqueness and authenticity and present educational tours based on geology (geotourism), improve accessibility to support visitor comfort.

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Legislation, namely No. 18 B Paragraph (2) of the 1945 Constitution of the Republic of Indonesia concerning Recognition and Respect of the Unity of the Indigenous Peoples


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