



## COMMUNITY-BASED TOURISM DESTINATION MANAGEMENT IN SOMBU TOURISM VILLAGE, WAKATOBI

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Devy Dwi Fajri <sup>1</sup>✉

<sup>1</sup>Akademi Komunitas Kelautan dan Perikanan, Wakatobi, Sulawesi Tenggara, Indonesia

✉devydwifajri@gmail.com

### Abstract

*Wakatobi is one of priority destinations in Indonesia that is famous for its beauty of underwater paradise. Most of its tourism destinations are managed using community-based tourism concept and one of them is Sombu tourism village in which its management is done by several community organizations and the village headman. However, its tourism activities haven't showed significant increase that is seen from the low number of tourists visit to the village. Descriptive qualitative approach was applied in this research and the data was collected through observation, interview, and focused-group discussion which later validated using data triangulation. The result showed that there has not been any structured tourism village's management organization since the village was established. This causes the unclear of task and responsibility of village's managers. Current tourism management is performed separately by several community organizations and the village headman. Therefore, tourism destination management which can unite tourism managers to synergize is necessarily needed by the village, so the aim of tourism management to elevate social welfare can be achieved.*

**Keywords:** *Tourism destination management; community-based tourism; tourism village.*

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## INTRODUCTION

As one of the destinations claimed to be the 10 of New Bali, Wakatobi has the beauty of underwater paradise that is suitable to be made as world-class diving site (Kemenparekraf, 2023). This makes the central and regional government as well as local communities to enhance their effort in improving tourism in Wakatobi. The central government tries to accelerate tourism in Wakatobi through Destination Management Organization (DMO) program. While regional government is also taking several actions such as Human Resources (HR) capacity building training for tour operators, tourism promotion, as well as establishment and reinforcement of tourism organization. The establishment and reinforcement of tourism organization conducted by central and regional governments acquire positive responses from local communities of Wakatobi. They try to manage the existed organizations in their area to encourage the increase of tourism activities in each of their village.

Those tourism management organizations aim to increase sustainable tourism activities which have the impact towards the escalation of social welfare. A tourism organization definitely needs appropriate management in order to achieve the determined purposes. Many tourism management organizations have been established in several villagesto support tourism enhancement in Wakatobi. One of

village management organizations that has been involving in tourism activities is Sombu Tourism Village organization management. Those tourism village managements have successfully brought out the village as the first tourism village in Wangi-Wangi Island, Wakatobi. This village has various tourist attractions either on the land or underwater. The management was conducted using community-based tourism (CBT) concept in which has been applied since 2015 through an organization called tourism awareness group (*Kelompok Sadar Wisata/Pokdarwis*). Based on the information obtained from Sombu Tourism Village management, tourism activities in the village started to frequently be visited by the tourists from 2017-2019. The increase of tourist visits has been able to encourage village's economy proven by the ability to yield their result from tourism management to regional cash, as well as to purchase several organization assets. However, Covid-19 outbreaks forced tourism activities in the village to be temporarily postponed which caused the declined of economic benefits of the locals.

As the tourism activities return to normal phase in post pandemic, Sombu Tourism Village management keeps striving to re-encourage tourism activities to increase social welfare. Nevertheless, tourism circumstance in Sombu Tourism Village has not yet shown significant rise which can be seen from the number of tourists' visit and

length of that are still low. The management of tourism village is only applying CBT concept and has not yet encouraged tourism activities in Sombu Tourism Village. Therefore, the collaboration to implement DMO concept in CBT is needed in order to be able to drive tourism activities, so it is impacted towards the increase of social welfare in Sombu Tourism Village.

## **THEORETICAL BASIS**

### **Tourism Village**

Social welfare enhancement through tourism becomes a vital matter for a tourism village. As the tourism activities have been recovered in post pandemic, tourism villages can be the effective means that drive economy. Tourism village is highly relevant to the shifting of tourism development model that focuses on social and ecology aspects as well as community-based tourism (Utami, Taufik, dan Bhakti, 2019:539). Based on development model created by (Hidayatullah, Rachmawati, Khouroh, dan Windhyastiti, 2018:27), it explained that the development of tourism village aimed to independent village can be undertaken through three stages; firstly was upgrading community awareness and resources identification, next stage was tourism village establishing, and thirdly was development stage that required capacity increase through *Pokdarwis* empowerment and information technology utilization. The result of study conducted by (Kusworo, 2023: 17) explained that the enhancement of human

resources quality, coordination between sectors, and promotion escalation using internet were necessarily required in boosting the development of a village to become a tourism village.

### **Community-Based Tourism (CBT)**

The success of tourism village in enhancing social welfare through tourism is significantly influenced by community awareness to be involved in tourism activities of their own village. CBT is a concept that puts the locals as the main subjects who manage tourism in their village. Research conducted by (Sita dan Nor, 2012:2) explained that through CBT, local communities had a chance to manage their resources, and made decision for the concern of recent generation without forming the structural of organization for the upcoming one. The implementation of CBT has several criteria in which it must have support and participation from local communities, there is economy benefits for them, and tourism activities should preserve the identity of locals' culture and environment (Russel, 2000:89). CBT is a tourism concept which is owned, managed, and initiated by the locals utilizing entire local potentials, particularly cultural capital (tradition and unique as wall as authentic way of life) and social capital, social-environmental-cultural preservation, and providing benefits for social welfare Prakoso, et al, 2020:104).

## **Tourism Destination Management**

Appropriate destination management will boost the creation of satisfying tourism accesses, amenities, and attractions (Mulyani, et.al., 2021: 23). A proper organization management is needed to enable the organization to achieve their objective. Organization management in tourism destination is also called Destination Management Organization (DMO). It is an organization that covers various authorities, stakeholders, and experts who facilitate partnerships in tourism sector to achieve collective vision of the destination (WTO, 2023). Organization management can be managed based on provincial, regency/municipal, smaller administrative region levels, and tourist attractions (Junaid dan Salim, 2019:3). The concept of DMO aims to minimize the economy leakage and increase community's income (Haris, Syaikat, dan Baga, 2023: 63).

DMO in a destination is not only merely the form of plan's implementation, but also is a holistic sustainable management with the involvement of multiple parties, especially local communities (Trihayuningtyas, Rahtomo, Darmawan, 2018: 35). The main components in DMO are coordination between tourism stakeholders, destination crisis management, and destination promotion (Safitri, 2019: 10). DMO is a structured and synergized tourism destination management which covers coordination,

planning, and implementation functions, and innovatively and systematically destination organization control through the utilization of networking, information technology that is intergratedly guided with the contribution of local communities, operators or associations, industry, academicians, and government for mutual objective, process, and interest which are improvement of management quality, volume, length of stay, tourists' spending and the benefits for local communities (Kemenparekraf dalam Pusat Studi Pariwisata, UGM, 2021: 2-2). DMO is an organization that assembles various competent players in running destination management (Bhudiharty, 2020: 24). The principal of DMO development in Indonesia is based on participative, integrated, collaborative, and sustainable foundation (Puspar UGM, 2021). Therefore, DMO concept is needed to support the organization in managing the destination.

## **RESEARCH METHOD**

### **Types of Research**

This research used a qualitative approach. A qualitative approach was used to explore the problems of CBT management and implementation in Sombu Tourism Village deeply, specifically, and transparently. Qualitative research is research that emphasizes on understanding of problems in social life based on reality condition or holistic, complex, and detailed natural settings (Murdiyanto, 2020: 19).

### **Time and Place of Research**

This research was conducted in Sombu Tourism Village, Wangi-Wangi District, Wakatobi Island. Sombu Tourism Village was chosen because this village was the first village to become a tourism village in Wangi-Wangi Island, Wakatobi. This research was carried out from May to October 2023. Those months were chosen based on the information from tourism administrators in Sombu Tourism Village that said a considerable number of tourism management activities were carried out during those times, such as training activities to increase human resource competency and renovation activities for Sombu Dive tourist destination.

### **Research Subject**

The subjects of this research were informants who were directly related to tourism management in Sombu Tourism Village. These informants were tourism administrators who have been involved in tourism management since the village started its tourism activities in 2015, namely the chairman of Wakabibika Coastal Forum (Forum Pesisir Wakabibika/FPW), the chairman of Tourism Awareness Community (Kelompok Sadar Wisata/Pokdarwis), the treasurer of FPW, the accompanying expert team of Wakatobi National Park (Taman Nasional Wakatobi/TNW), and several tourist guides.

Qualitative research is research where the data is expressed in verbal form and

analyzed without using statistical techniques (Arifin and Nurdyansyah, 2018: 30). Thus, verbal answers obtained from administrators regarding tourism management problems in Sombu Tourism Village would be analyzed without using statistical techniques. This research data came from both primary and secondary data. Primary data was obtained directly from direct observation in the field and interviews with informants, while secondary data is obtained from journals and scientific papers that were relevant to the research topic. Data collection techniques were carried out through observation, documentation, and in-depth interviews with tourism administrators. Thereafter triangulation of the data obtained was completed.

### **Procedure**

This research used case study approach to be able to explore thoroughly the management techniques carried out by the tourism administrators in tourism organization of Sombu Tourism Village. The research was carried out using direct field observations to see the facts about the management problems of Sombu Tourism Village and was supported by literature review that was relevant to the research. The Forum Group Discussion (FGD) was implemented by the researcher on the community organization administrators, namely FPW and Pokdarwis, to collect problems of organization management since tourism was first initiated

in this village. Next, in-depth interviews were conducted specifically to key sources, namely the chairman of FPW and the chairman of Pokdarwis as the driver of tourism management in Sombu Tourism Village.

### **Data, Instrument and Data Collection Techniques**

The data used in this research were primary and secondary data. Primary data was the ones obtained directly through field observations, FGD, and in-depth interviews with the sources. The researcher was the instruments of the research. Interview guidelines were used to help the researcher in formulating research questions that were relevant to problem formulation and theoretical review.

The data collection technique used was direct observation to observe tourism activities in Sombu Tourism Village. Next, FGD was conducted with tourism administrators in FPW and Pokdarwis organization structure as well as organization administrators associate, TNW. In-depth interviews were carried on the core administrators or the tourism activities drivers, the chairman of FPW and the chairman of Pokdarwis, to obtain information regarding the obstacles faced in tourism management in Sombu Tourism Village. The final stage was to triangulate all the data obtained to acquire relevant information, so that a valid data interpretation is obtained.

### **Data Analysis Technique**

Data analysis in this research was carried out since the data was collected until the overall data was acquired. This was done to deepen and sharpen the focus on the management and implementation of CBT in Sombu Tourism Village. Data analysis at the data collection stage was used to simultaneously look for new, relevant data so that answers to unclear data can be found. Data analysis after the data collection stage was used to explain the data systematically, in accordance with DMO and CBT concepts used in this research. This research used descriptive analysis by grouping the same data, then interpreting them to give meaning to each aspect of destination management and CBT implementation as well as the relationship between one aspect and another. After that, an interpretation of all aspects of destination management and the implementation of CBT in Sombu Tourism Village was carried out to gain an understanding of the meaning and the relation of these aspects.

## **RESEARCH RESULT AND DISCUSSION**

### **Sombu Tourism Village**

Sombu Tourism Village is located on the northern coast of Wangi-Wangi Island, Wakatobi Regency. Initially, the location of this village was not on the coast, but slightly above the coast or in a mountainous area. The word Sombu comes from the word ravine, because this village used to be on a concave land that was shaped like a ravine. Villagers at that time used the concave land as a place to

live and as a place to garden. As time progressed, villagers gradually moved closer to coastal areas and settled in those areas to this day.

As a village located in a coastal area, the main attraction of this village is underwater tourism. Snorkeling, diving, dolphin watching and fishing tour packages are the mainstay packages in this village. Apart from the underwater tourist attractions, Sombu Tourism Village also has other attractions that is the Sombu Peak, Liya Mobh'a Cave, Hetupata and Katumpo Sahuu. There are also art and tradition attractions, namely Karia Kii Kii, Karia Kepooge, Gambus Thrum, and Folk Tales. For the traditional culinary attractions, there are Hebatu, Kambalu, Dabu-dabu, and Dole-dole. Sombu Tourism Village is also a village that has implemented sustainable tourism. This can be seen from the existence of a shark conservation point (Shark Point) which is used as the location for Blacktip Sharks habitat conservation, coral transplantation, and single-use plastic waste reduction program through the coastal clean-up movement. Tourists who visit Sombu Tourism Village can take part in these activities.

The tourist attractions of Sombu Tourism Village are currently managed by Wakabibika Coastal Forum (FPW), Pokdarwis, and the village head. Tourism management is divided based on the destination location. The village head

specifically manages Wambuliga Beach destination. FPW manages all destinations in Sombu Tourism Village apart from Wambuliga Beach. Pokdarwis specifically manages Sombu Dive destination as well as assisting tourism management by FPW. FPW is an organization formed by the community independently. This is different from Pokdarwis which is formed by the regional government. Tourism management is carried out separately between the village head, FPW, and Pokdarwis. This is because there are no village regulations regarding the management of tourism villages. Furthermore, Sombu Tourism Village does not have an organizational structure for managing a tourism village, so there is no tasks manager and village administrator responsibilities yet.

Apart from tourism management organizations, Sombu Tourism Village also has several community organizations, which manage various fields like fishermen's welfare and nature and culture preservation. Some of these organizations are Fishermen's Group, Family Welfare Empowerment (Pemberdayaan Kesejahteraan Keluarga/PKK), Youth Organization (Karang Taruna), Creative Economy Affair, Beach Supervisors, Community and Religious Figures, Village Administrators, and Village Consultative Body (Badan Permusyawaratan Desa/BPD). However, each of these organizations has representatives to participate in managing the tourism sector

and join FPW. This shows that FPW is the largest tourism organization in Sombu Tourism Village.

Most of Sombu Tourism Village administrators have received training to increase human resource capacity as tourism administrators. The training organizers mainly come from the central government, regional government, and academic community. Sombu Tourism Village administrators also received assistance from Wakatobi Tourism Department, Wakatobi National Park, and Wakatobi Maritime and Fisheries Department. Some competencies possessed by Sombu Tourism Village administrators are diving guides, ecotourism guides, as well as tourism promotion and marketing skills. Sombu Tourism Village administrators have been able to manage tourism service businesses in the form of tour packages such as fishing, culinary, diving, snorkeling, dolphin watching, homestay, typical gambus music, sightseeing, camping, and souvenir sales.

### **CBT in Sombu Tourism Village**

CBT in Sombu Tourism Village has been implemented since 2015 when Pokdarwis was first established in this village. Tourism management in this village is in accordance with CBT concepts, offering natural resources tourism, culture, tradition, lifestyle, and local wisdom of Sombu Tourism Village, as a sustainable tourist attraction while improving

local community welfare. Based on CBT criteria by Russel, 2000: 89, the implementation of CBT in Sombu Tourism Village is carried out as follows:

1) Support and participation from local communities is not yet optimal.

Community participation through village tourism organizations can be seen from community involvement through two tourism managing organizations, FPW and Pokdarwis. Community support and participation in these two organizations are as follows

a. Pokdarwis is an organization founded by the regional government. It has already had a board of management consisting of men and women. However, community participation in Pokdarwis organization has not been optimal because it has only managed the culinary sales business at Sombu Dive tourist destination so far. The number of culinary sellers is not large either. There are only 15 people and all of them are women.

b. FPW is an organization whose members are all representatives of village organizations such as Karang Taruna, Fishermen's Group, BPD, and Pokdarwis. Community participation is larger in this organization. For example, when there are tourists who visit and want to enjoy a dolphin watching tour package, FPW administrators



collaborate with other organizations in the village to provide services to tourists whereby Pokdarwis as culinary providers, Karang Taruna as tour guide providers, and the Fishermen's Group as boat providers.

c. There is an autonomous management by the village head. Autonomous management by the village head implemented in one of the destinations in Sombu Tourism Village, Wambuliga Beach, obstructs community participation in tourism management. The CBT concept should be a tourism management concept that involves participation from the community which has a sense of belonging towards their territory, so that tourism activities can be managed wisely and can provide benefits that can be felt directly by the community. The absence of management coordination between the community and the village head is an obstacle in implementing CBT in Sombu Tourism Village.

2) Tourism activities in Sombu Tourism Village have not optimally provided economic benefits for the local community.

The tourism sector which is managed by FPW, Pokdarwis or the village head, cannot be made as the main job. Tourism is still a side job for the community. All tourism administrators and community have main jobs such as teachers, village head, and

fishermen. Tourism benefits for the community welfare that can be felt by the entire village community, such as street lights installation or other public facilities, do not come from tourism management.

The income obtained from tourism activities is not high enough, therefore its utilization is prioritized for renovating tourist destinations, purchasing organizational assets for tourism activities, and other operational costs that is directly related to tourism activities.

3) Tourism activities have implemented nature conservation and maintained the culture identity of local communities.

The implementation of nature conservation and the preservation of local communities' culture identity can be determined based on the condition of the destination in Sombu Tourism Village and the administrators' understanding of conservation concept and local wisdom. Tourism administrators carry out beach cleaning activities regularly. This activity was carried out by inviting the villagers. Furthermore, the offered tour packages like snorkeling, dolphin watching, diving, and fishing, are equipped with SOP related to nature conservation. Education for tourists to protect the natural environment and local wisdom has also seen in tourist destinations, tour packages promotional flyers, and presentations by tour guides when they guide tourists.

Based on the three CBT criteria implemented in Sombu Tourism Village, it is found that two criteria have not been maximally fulfilled, that is community support and participation, as well as economic benefits for the local community altogether. However, there is one thing that meets the CBT criteria, namely the implementation of nature conservation and the preservation of local community's culture identity.

### **Sombu Tourism Destination Management Tourism Management by FPW**

FPW is a forum which engages in the tourism sector. The name FP comes from the words Tourism Forum (Forum Pariwisata), because this forum is a forum that aims to manage tourism. The name Wakabibika is taken from the name of a spring in Sombu area which was efficacious in curing various types of skin diseases in ancient times. The location of this spring is close to the location of Blacktip Shark conservation (Shark Point), which is a proud village destination. The name FPW reflects the community's hope that this forum is capable to manage village tourism into attractive tourism such as Shark Point, as well as capable to provide benefits for community welfare such as Wakabibika Springs. The aim of establishing FPW is to realize protection, preservation, and sustainably Wakabibika coastal ecosystem utilization for the welfare of village community.

FPW was established on September 25<sup>th</sup>, 2019 with a notarial deed as a legal basis. It has also a structure of members and administrators who are representatives of other organizations in Sombu Tourism Village, such as representatives of Karang Taruna and Pokdarwis. The proposal for Sombu Tourism Village was attempted by the FPW chairman, Mr. Sariono, who then discussed with BPD to develop a concept for a tourism village. This concept was then submitted to the Wakatobi Tourism Department and then on June 6<sup>th</sup>, 2019, this village officially became a tourism village. In the early period of management, there were 20 FPW members. Along with public awareness of the tourism benefits, more and more people are joining FPW, so that the number of members has currently increased to 33 people.

The initial step in tourism management carried out by FPW was to identify land and sea potential tourism attractions in Sombu Tourism Village. Then, FPW made the most appealing attractions classifications to offer tourists. The snorkeling tour package was the first tour package created, with only four guides. Along with the increasing of human resource capacity carried out by the administrators, at present FPW has already had 11 snorkeling tour guides. The images used in the early days of management as a means of promotion were the images provided voluntarily by senior divers known by the administrators. As management progresses,

the income obtained from tourist visits was collected and used to purchase underwater cameras. After that, FPW began to independently document underwater photos in Sombu Tourism Village to be used as tourism promotion material.

FPW administrators continuously promote and develop tour packages. Promotions are done regularly through social media and the internet. Meanwhile, tour packages development is carried out by developing ideas for the tourism products offered. Nowadays, several tour packages are already available including fishing packages, dolphin watching, diving, snorkeling, camping, traditional dancing, harp playing, folklore, Explore Sombu One Day, and traditional culinary delights.

FPW administrators also constantly supports conservation-based tourism activities by doing blacktip sharks monitoring, transplanting coral reefs, supporting the fish-eating movement, using environmentally friendly tools and materials in tourism operational activities (fishing equipment, culinary businesses, souvenirs, and homestays), being careful about using fuel to avoid oil spills, managing waste, and educating tourists on travel ethics.

The next FPW management is managing revenue through determining retribution, administrators' wages, and voluntary fees for FPW treasury. The revenue earned is used to purchase operational assets

such as tables and chairs. Every year, FPW administrators hold accountability meetings and general meetings to carry out evaluations and make the work plans for the following year.

FPW management has received assistance since the beginning from Wakatobi National Park (Taman Nasional Wakatobi /TNW), Wakatobi Tourism Department, and BPD. The assistance given are consultation and competency enhancement training. TNW as the main associate has made a cooperation agreement with FPW in terms of increasing guides capacity, and increasing insight of TNW area. Assistance in the form of diving equipment and operational funds are also provided by TNW as a form of appreciation and motivation for FPW administrators to continue to encourage sustainable conservation-based tourism activities. Furthermore, FPW tourism management assistance is also provided by the Ministry of Tourism and Creative Economy (Kementerian Pariwisata dan Ekonomi Kreatif /KEMENPAREKRAF) in the form of homestay equipment.

### **Tourism Management by Pokdarwis**

Tourism management by Pokdarwis began in 2015. Pokdarwis was formed by the village head and Wakatobi Tourism Department. Sombu Tourism Village is under the direct guidance of Wakatobi Tourism Department and Wakatobi Maritime and Fisheries Department. The aim of establishing

Pokdarwis is to increase community role as important administrators in tourism in their own villages. Pokdarwis has also had a structure of administrators since the group was initiated, consisting of men and women.

The focus of tourism management by Pokdarwis is managing Sombu Dive destination. This location is named Sombu Dive because it is a diving point that has gorgeous underwater beauty. Sombu Dive is also located near the Blacktip Shark Conservation site. When Sombu Dive first started operating, this destination was equipped with several gazebos for tourists who wanted to enjoy the view while enjoying culinary delights. There is also a Napoleon fish statue as the characteristic of this tourist destination.

At the beginning of its establishment, Pokdarwis' tourism business was selling culinary delights at Sombu Dive. There are 15 sellers, all of whom are women. These food sellers collected funds independently to sell their stuff at Sombu Dive. The ups and downs of the members began to bear fruit in 2016. At that time, Pokdarwis was able to deposit a certain amount of income into the regional treasury. The regional government, seeing that Pokdarwis' performance had improved, gave encouragement by distributing some funds for tourism management. Besides, the highest turnover ever achieved by Pokdarwis came from a visit by the Ministry of Maritime Affairs and Fisheries (Kementerian Kelautan

dan Perikanan/KKP) in 2017 with a total of 500 guests. However, there was a sharp decline in the number of tourists during the Covid-19 pandemic. This resulted in Pokdarwis being forced to redistribute cash funds and selling Pokdarwis assets to its members that is one remaining motorbike.

As the pandemic period has ended, Pokdarwis revived tourism activities through the renovation of Sombu Dive. The renovation that was being carried out are provided with the assistance of the regional government in collaboration with the central government. The renovation included creating a new image for Sombu Dive, that is creating a seahorse shaped bridge to the diving point. Seahorses are considered to better describe the current Sombu Dive destination because there are quite a lot of seahorses found in this destination. Moreover, a pool was being built as a preparation place for tourists before diving. The damaged gazebo was also replaced with a new, stronger building. While waiting for the renovation to be completed, Pokdarwis, in collaboration with FPW, kept trying to carry out tourism activities through culinary sales or providing services to tourists.

#### **Tourism Management by Village Head**

Tourism management by the village head is specifically carried out at Wambuliga Beach, Sombu Tourism Village. Wambuliga Beach is characterized by a white sandy beach and a shark statue as an icon of this beach. This is because the beach is located quite close to

Shark Point or the Blacktip Shark Conservation Point. This beach does not look very large, but on holidays, this beach is visited by considerable number of local tourists. This beach looks beautiful and well maintained. There are several gazebos that are rented to tourists to relax and enjoy the view, food stalls and kid's playground.

### **DMO Analysis in Sombu Tourism Village**

DMO management includes four functions, namely coordination, planning, implementation, and control functions. DMO Management of Sombu Tourism Village is managed separately by the administrators based on the destination being managed. FPW manages all destinations in Sombu Tourism Village except Wambuliga Beach. Pokdarwis manages Sombu Dive destination, but still works together to help tourism activities in Sombu Tourism Village which is coordinated by FPW. Village head specifically manages Wambuliga Beach. This resulted in DMO functions that are implemented in Sombu Tourism Village being implemented separately as follows:

1) Coordination function

Coordination function is carried out separately between FPW administrators and the village head. FPW administrators perform coordination within the scope of FPW organization. The coordination carried out by FPW goes very well. This can be seen from the implementation of

services provided by FPW during tourist visits. For example, in services for tourists who want to do diving or dolphin watching, FPW acts as a coordinator that connects fishermen groups as boat owners and Karang Taruna as tour guides. Another example, if tourists want to enjoy traditional dances and culinary delights at Sombu Dive as well as go diving, then FPW will coordinate with its members as the traditional dance performances provider, with Pokdarwis as the culinary delight provider, and with Karang Tarunas as the diving tour guides. Coordination between FPW members and other community organizations goes well. The obstacle is that coordination between FPW administrators and the village head has not run optimally. The Management of Wambuliga Beach is carried out independently by the village head. Thus, public cannot be involved in managing that destination.

2) Planning Function

Tourism planning in Sombu Tourism Village is carried out separately among tourism administrators: FPW, Pokdarwis and the village head. FPW's planning focuses on all tourist destinations in Sombu Tourism Village, except Wambuliga Beach. Pokdarwis' planning is included in FPW tourism

planning, yet the focus is specifically directed at tourist activities planning at Sombu Dive destination. Planning for Wambuliga Beach destination does not involve existing tourism organizations, but was directly planned by the village head as an independent administrator.

3) Implementation function

Tourism implementation is carried out separately between FPW administrators, Pokdarwis administrators and village heads. However, tourism implementation between FPW and Pokdarwis administrators in certain activities is still done together. The implementations carried out together by the administrators and the community are beach cleaning activities, coral transplantation, single-use plastic waste reduction, culinary business collaboration, and homestays provision. The implementation carried out independently is done specifically at Wambuliga Beach, which is managed independently by the village head.

4) Control Function

Tourism activities control is carried out separately between FPW administrators, Pokdarwis administrators, and the village head based on their management areas. Tourism activities control at Sombu Dive is carried out by Pokdarwis.

Overall village tourism activities control is carried out by FPW, except for Wambuliga Beach. Wambuliga Beach has a special control function from the village head as the administrator.

Based on the four DMO functions which include coordination function, planning function, implementation function, and control function, it can be seen that these four functions have not been carried out optimally. Tourist attractions management in Sombu Tourism Village is managed separately between one administrator and another, so there is no synergy. This causes the overall Sombu Tourism Village management to be less than optimal.

**Strategic Steps for Implementing DMO Function in CBT in Sombu Tourism Village**

The management of Sombu Tourism Village thus far has not been optimal. This can be seen from the fact that the DMO functions, including coordination, planning, implementation, and control functions, has not been achieved. The CBT criteria on community participation and economic benefits increase for the community has not been achieved either. Thus, it is necessary to improve the DMO function in CBT in Sombu Tourism Village so that management's objectives to improve community welfare can be achieved. Steps that can be taken are as follows:

1. Coordination Function

Management coordination must be carried out together by FPW, Pokdarwis, and the village head to develop and to agree on goals to be achieved in the long and short term. This implementation can be initiated with a joint meeting so that a common perception can be obtained that the aim of synergizing tourism village management is to improve community welfare. Furthermore, the formation of Sombu Tourism Village administrator members can be assembled along with their duties and responsibilities. This aims to facilitate the implementation of tourism village management actions.

2. Planning Function

Synergistic management planning to develop Sombu Tourism Village needs to be established by mutual agreement between FPW, Pokdarwis and the village head. Strategic planning also needs to involve parties who are considered competent in the tourism sector such as TNW, tourism department and academic community to help arranging strategic steps for planning tourism villages. Planning also needs to involve local communities, so that the plans made always maintain nature conservation and local culture identity.

3. Implementation Function

The implementation of the arranged work plan is carried out by the appointed person as the person in charge of executing the task. Implementation also requires participation from local communities as well as support from tourism village assistants and stakeholders.

4. Control Function

Management control carried out by task managers receives direct supervision from the community. Control from the community is in the form of community participation which helps realizing activities implementation. Supervision is also carried out by parties who are considered competent, such as TNW or tourism department, by giving assistance to the administrators and local communities. Afterwards, the administrators hold activity evaluation meetings regularly as a reporting form to the community, administrators, and tourism village assistants regarding the achievements of the activities that have been carried out.

**Strategic Steps for Implementing DMO Principles in CBT in Sombu Tourism Village**

The implementation of DMO in Sombu Tourism Village needs to be carried out by applying the DMO principles as follows:

a. Participatory Principles

Involve the local community as widely as possible in the management of Sombu Tourism Village together with the central government, the regional government, and business owners from the planning stage, implementation stage, to decision-making stage.

b. Integration Principle

The management of Sombu Tourism Village continues to pay attention to the preservation of the ecosystem and socio-cultural dynamics of the local community.

c. Collaborative Principle

The application of this principle aims to actualize transparency, accountability, related parties' participation, efficiency, and effectiveness of the management (planning, implementation, and tourism development evaluation) of Sombu Tourism Village.

d. Sustainability Principles

The implementation of sustainability principles aims to ensure that tourism development in Sombu Tourism Village grows sustainably. In other words, it is economically, environmentally, socially feasible, and technologically appropriate. Moreover, it can be managed more effectively, and still maintains local wisdom culture identity.

**Benefits of Implementing DMO Functions and Principles in CBT in Sombu Tourism Village**

The DMO functions accomplishment will have an impact on achieving the CBT criteria, like described as follows:

1. Get support and participation from the local community.

Community support and participation can be felt in the management of Sombu Tourism Village because community involvement exists in all stages of the DMO function.

2. Economic benefits can be felt by local communities.

Economic benefits can be felt directly and more optimally by the community because of the direct involvement of local communities through tourism management organizations that implement all DMO functions.

3. Maintaining nature and local culture identity.

The implementation of nature conservation and the maintenance of local cultural identity that has been applied in Sombu Tourism Village can continue to be maintained, because local communities are involved in all DMO functions applied in CBT concept.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Since it first began its tourism activities, Sombu Tourism Village has attempted to apply CBT concept in its management. However, the CBT concept application has not been optimal. Based on the three CBT criteria,



only nature conservation implementation and local culture identity criterion is successfully applied. This is different from the other two criteria, community support and participation criterion and economic benefits for the community criterion, which have not been optimally applied.

Based on destination management, the management of Sombu Tourism Village is divided into three tourism administrators, namely FPW, Pokdarwis, and the village head. Management is carried out based on management areas division. The management of Sombu Dive destination is carried out by Pokdarwis. The management of Sombu Tourism Village besides Sombu Dive and Wambuliga Beach is carried out by FPW, while the management of Wambuliga Beach is managed by the village head. This separation of management from one to another causes all DMO functions, including coordination, planning, implementation, and control functions, to be less optimal. Thus, synergy is needed among Sombu Tourism Village administrators, so that the goal of improving community welfare through tourism can be achieved. This synergy can be done by uniting the administrators of Sombu Tourism Village in one management, so that management can be carried out together. It can be done through joint meetings among the administrators and the community to equalize management perceptions. Furthermore, it is necessary to determine the tourism village

management structure and the village regulations that explain the implementation of duties and responsibilities of Sombu Tourism Village administrators.

Sombu Tourism Village administrators who have been appointed as task managers need to implement DMO strategic steps in CBT. Through the implementation of CBT-based DMO, it is hoped that all DMO functions will be achieved. The achievement of all DMO functions will have an impact on achieving the principles of DMO development, namely the participatory principle, integration principle, collaborative principle, and sustainability principle, as well as achieving all CBT criteria. In this way, increasing the community welfare of Sombu Tourism Village through tourism can be achieved optimally.

### **Suggestions**

In order to encourage synergy among the administrators of Sombu Tourism Village, full awareness from the administrators is needed that the implementation of management cannot be carried out without cooperation among the administrators. Apart from that, Sombu Tourism Village assistants such as TNW and Tourism Department can be a medium or can bridge the communication among the administrators so that a common perception on the organizations' steps and goals can be achieved. This research focuses on synergy among the tourism administrators in implementing DMO in CBT, so that further

research can explore more deeply about destination crisis management and destination marketing in Sombu Tourism Village.

### Implications and Limitations

Previous research mostly explained the potential, community empowerment, and CBT in Sombu Tourism Village. Therefore, this research is novel because it explains the implementation of CBT-based DMO that needs to be carried out in Sombu Tourism Village, to promote tourism so that it can improve the welfare of the local community. However, this research has limitations particularly that it has not explored more deeply the strategic steps for implementing CBT-based DMO by involving the academic community and industry associations in Sombu Tourism Village management.

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