

Best Practice of Local Tourism Management: *Case Study of Suter Cluster of Geo-park Batur, Bangli Regency, Bali Province of Indonesia*

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Abstract

Tourism management is an important thing to continue to be developed, that can enhance socio-economic and physical development within one region. Various regions in Indonesia have their own attractiveness in tourism sector, such as mountains, lakes, forests, and other attractions that must be maintained continuously. One of famous attractions that scattered around Indonesia are Geo-parks, involving area that is consist of social, cultural, physical and economic within the framework of geological heritage.

The development goals of Geo-park is based on sustainable regional development, which one of the main supporting tools to reach the sustainable aspect is the implementation of geo-tourism. The management of geo-tourism itself is based on grassroots movement, and inspired by local wisdoms. One of the best-known example of implementation of grassroots movement within geo-tourism is in Geo-park Batur, Bangli Regency, Bali Province of Indonesia. Within Geo-park Batur, there were five clusters of Local Working Group which have initiatives in exploring tourism potential in their surrounding area, and also improving geo-tourism management within the Batur Geo-park region. One of the clusters that has a good performance in running various initiations is Suter Cluster within Geo-Park Batur area.

This study aims to explore the key factors that lead to the success within the implementation of grassroots movement in the Suter cluster of Local Working Group.

Keywords: *Geo-park, Batur, Bali, Local Working Group, Tourism*

Introduction

Tourism has been an important sector, as it produced benefits and impacts for the socio-economic, environmental, and political condition for the host community (Hall and Page, 2014). Most of influential academia and international organizations accept that tourism has an important role to promoting cultural education between different nations. Therefore tourism could enhance cultural understanding to strengthen peace among nations worldwide. Also economically, tourism has a role to increase local revenue and enhance the development of small and medium enterprises (SMEs).

Although tourism has various positive impacts especially on socio-economic within the host community, there were also concern about its negative impacts especially on locals' well being within the massive development of tourism attractions. The heightened awareness of the negative impacts of mass tourism to popular tourist destinations (mostly sea-sand-sun) in the international tourism arena lead to a search for alternative approaches to tourism resource management, resulting in sustainable tourism with attention to biodiversity conservation and community development (de Kadt, 1979; Smith, 1977; Turner and Ash, 1975).

Sustainable tourism became an alternative way to promote community participation, environmental and well being's protection, and improvement of the quality of life for host community. The top down approach within sustainable tourism to distributing empowerment to stakeholders is considered as an obstacle to collaborative community participation (Goodwin and Santilli, 2009; Sebele, 2010). Meanwhile the community participation would be affected by unbalanced power distribution among the community members. Therefore sustainable tourism was not the right approach to include voices from the local community. Sharing the same goals of sustainability, a new model entitled "the Community Based Tourism (CBT)" became popular in the mid-1990s, reversing the development approach to bottom-up, in an effort to provide real and all-inclusive community participation at all levels of the development (Asker et al, 2010).

CBT has been regarded as one of the best approach by different influential international organizations regarding its ability to integrate community empowerment, socio-economic development, natural and cultural conservation, and participation of all stakeholders in planning and development processes. CBT also contributes to local's well being within the development of infrastructure such as; transportation, water, electricity, and telecommunication networks; and superstructure such as institutional and legal structure of health, safety, security, and civil rights (Asker et al, 2010; Goodwin & Santilli, 2009; Thailand CBT Institute, 2013). It provides, expands and improves sources of livelihood and opportunities to earn income, which is often times used for basic living material, education, healthcare and clothes, and building houses (Caalders et al, 2001).

Regarding to various literature on CBT, the term of success is a controversial based on different criteria, perspective, and expectations. If the criteria of success depends on financial return, improvement of livelihoods, and escape from various uncertain work that relies on extractive and agriculture sectors, then one could argue that few communities in Batur Geo-park participating in CBT have proved successful. However, we could get different conclusion if the criteria directed to different point of

view, such as community benefits and participation determine the achievement of success. These approach could be develop by allowing member of local communities to give their judgements about their own achievement, and to define success on their own terms, it casts efforts to facilitate CBT in Batur Geo-park in a positive point of view. (Kontogeorgopoulos, N., Churyen, A., & Duangsaeng, V., 2014).

The purpose of this paper is to examine the specific factors that have led to successful CBT in the community of Batur Geo-park. This study is driven by some research questions as follows: (1). What are the driving force of the Suter Cluster LWG achievement? (2). Who are the key actors that determine the success of Suter Cluster LWG? (3). What are the institutional settings that support the success of Suter Cluster LWG? Ultimately, this paper argues that Batur Geo-park's success is based on three factors: the ability of local tourism to improving local communities' livelihoods, support to local economic development, and social empowerment through the establishment of various local working groups (LWGs). Further, this combination also supported by the willingness of Bangli Regency and Bali Province Authorities to improving the level of service within the tourism sector, one of the real example is the ongoing effort to establish Batur Geo-park Authority Agency. These effort could be replicate by other regions that have similarities, especially on administrative and socio-cultural aspects. The importance and success of CBT in Batur Geo-park are evident when examining the ways in which tourism activities have boosted both local economic development and social empowerment in Indonesia.

The rest of the paper discusses the literature review of geo-park and ecotourism as a tool to increase quality of local communities. Further, the literature is further used to propose the concept for analysis and research method. This is followed up by the discussion on how the local working group has become successful is presented in the paper. Finally, the conclusion and recommendation are presented.

Literature Review: Geo-park, Ecotourism and Local communities

Sustainable development attempts to address the long-term prosperity of human societies and the ecosystems that support them by obtaining the necessary ecological information for responsible development, management, and conservation of Earth's resources (Campbell & Reece 2011). Meanwhile, sustainable tourism values ecological, social and economic systems. Swarbrooke (2002) supports the view that tourism development in developing countries should be viewed within the general sphere of development. Therefore, in order to understand sustainable tourism as a contemporary concept particularly in developing countries; approaches to, actors within, and goals of development should be considered along with the principles of sustainable development with importance given to local actors and their initiatives. Sustainability maybe defined as the enhancement of communities into the indefinite future without impinging on the value of natural systems. It is obtained through equity within and between generations, conservation of biodiversity and natural systems, and wise use of resources (Dovers 2005).

The United Nations World Tourism Organization (UNWTO) also emphasizes that ending poverty and hunger are integrally interlinked with sustainable tourism. With

tourism representing more than 10% of the world's GDP (UNWTO 2016), it has a direct impact on global poverty levels. The creation of decent employment in the tourism sector directly affects local people's livelihoods and wellbeing which helps them obtain fair wages and positive social flow on effects. The potential for women, youth and disadvantaged groups to be raised out of poverty while simultaneously safeguarding the environment is enhanced through sustainable tourism development. Ending hunger, achieving food security, improving nutrition and promoting sustainable agriculture is inextricably tied with the potential for sustainable and community based tourism (CBT) in developing and developed countries. Most global poverty is in rural communities, where there are the highest levels of malnutrition. Agricultural productivity through the production, use and sale of local products can be enhanced through grass roots sustainable tourism activity while providing additional income for local people living in tourism destinations. Businesses can promote sustainable tourism, stimulate agricultural production through local consumption and support alternative business models such as agro-tourism while respecting the environment and local customs (UNWTO 2013).

In Addition, Geo-park as ecotourism and geo-tourism has an essential role in implementation of sustainable tourism development. Geo-park success is reliant upon local communities benefitting from their establishment and participation in building harmony between people and nature. Thus, geo-parks' management emphasizes inclusiveness, especially by local community involvement in conservation efforts engaging ownership of resources and locations which contribute positively to livelihoods and quality of life. UGG should holistically integrate conservation initiatives that consider sustainable resource utilization, provision of infrastructure and local socio-economic development, along with well-being (Halim, 2011). Furthermore, the direct involvement of local communities leads to local empowerment allowing for free expression of traditional local wisdom that reinforces local identity and cultural protection.

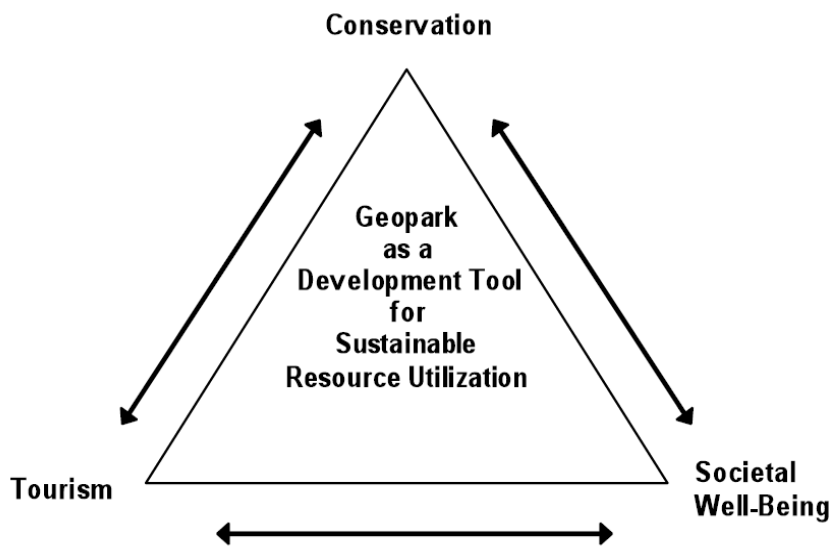


Figure 1. The Geo-park and its main components (Halim, 2011)

The United Nations Educational, Scientific and Cultural Organization (UNESCO),

considers geo-parks not only as a defined geographical area, but also sites of ecological, archaeological, historical or cultural value. It is meant that Geo-parks are of value for education, science, culture and socio-economic development (mainly through tourism sector) for local community. To be specific according to the EGN and UNESCO's recommendations, the criteria for a geo-park include (UNESCO, 2006a) consist of three essential targets, there are conservation, education and promotion of local economy through geo-tourism. The geo-park play an important role in the development local economic, for instance geo-parks can provide second jobs or seasonal job opportunities for local communities. Geo-parks also can increase environment education local community through involve locals in conservation activities, workshops and geo-park work teams (Farsani et al, 2010).

According to Neda Torabi Farsani et al, geo-park and geotourism provides economic and other benefits to local community, such as creating job opportunities and generating income, as well as some other services, products and supplies, geotourism has, nowadays, been introduced as the best form of sustainable rural tourism marketing. The partnership between the government, local people, academics, local businesses, private sectors, outdoor companies, tour agencies, restaurants, accommodations among others also being represented by geotourism development. This partnership is welcomed because it makes good economic sense and can benefit all partners (Dowling, 2009).

This new paradigm of geotourism and geo-parks have to create new products (geoproducts, geomenus in restaurants, etc), new jobs (geotours, georestaurants, geobakeries and rural hotels) and new recreational activities (geosports, geomonuments, geo-park museums, etc.) for local communities. It is worth mentioning that these recreational activities that are related to topography and geology, in some ways, are educational tools to increase implementation of sustainable development. (Farsani et al, 2010).

Research Methods & Analysis

Our purpose of this research was to identify factors that influence the grassroots movement in the Suter Cluster, Bangli Regency, which are regarded as one of the most successful by most of local Local Working Groups in Batur Geo-park Area.

The research was conducted with surveys and in-depth study in Suter Cluster of Geo-park Batur Area, Bangli Regency. Surveys were consist of interviews to the leaders of Local Working Group, local communities, businessmen, local government agencies, scholars in tourism development, and other tourism actors. The collected data then analyzed to know following aspects that contributes within the development of Local Tourism Management; (i) the regional overview of Batur Geo-park Area, (ii) the historical aspects of Batur Geo-park Area, (iii) improved livelihoods/standart of living, (iv) local economic development, and (v) the impact of social capital and local empowerment of Suter Cluster.

The indicator of improved livelihoods/standard of living, local economic development, and impact of social capital and local empowerment were derived from Goodwin et al (2009) that explained success factor from various clusters of Community-Based Tourism (CBT) which consist of;

- Improved Livelihoods/Standard of Living, which includes; Employment,

increased livelihood options, establishment of micro-enterprises, poverty alleviation, improved standard of living, and income/revenue generation.

- Local Economic Development, which includes; Economic development/benefits, use of local products / reduce leakage, rural development, and stakeholder partnerships/linkages.
- Commercial Viability, which includes; Profitable, commercially functional, longevity of project, sound business/project plan, innovative/good product, growth/opportunity for growth, sustainable, increased/high visitation, achieved with minimal donor intervention/funding
- Collective Benefits, which includes; Ability to fund social/other projects/product, and regeneration/infrastructure development
- Social Capital and Empowerment, which includes; Equal opportunities, empowerment/decision making/capacity building, local community management/ownership/leadership/governance, participation, local community working together, and minimal impact on community
- Sense of Place, which includes; Cultural revitalisation/conservation, raised community/tourist awareness of cultural/natural heritage & environmental issues, and instilled sense of place/pride
- Education, especially on education and training of local skills
- Conservation and Management, which includes; Conservation of environment/heritage, sustainable technologies, environmental policies, and environmental monitoring
- Tourism, which includes; Tourist experience, raised awareness of destination, and award winner
- Other, such as triggered replication of other projects, allowed sufficient time for project, and funding/investment

In this research we will scope the analysis of success factor to 3 (three) points which is fundamental as the baseline of a successful grassroots movement; (1) Improved livelihoods/standard of living, (2) Local Economic Development, and (3) Social capital and empowerment. With the improved livelihoods and/or standard of living, that would define how impactful a tourism activities in certain places to contribute within local communities' well being. Local economic development also enhance the local revenue from tourism activities, and in the future also encourage the economic improvement of local communities. Meanwhile social capital and empowerment affected the effectiveness and efficiency within decision making process in local communities.

Findings

The findings are discussed in terms of regional overview, historical aspects, improved livelihoods and local economic developments.

A. Regional Overview

Batur Aspiring Geo-park was accepted as a member of Global Geo-park Network (GGN) supported by UNESCO on September 20, 2012 at Portugal (Auroca Global Geo-park), with the name Batur Global Geo-park. On November 18, 2015, then officially renamed to be "Batur UNESCO Global Geo-park Batur". Administratively, the Geo-

park included in the district of Kintamani, Bangli Regency, Bali Province. The regency itself comprises four districts (Susut, Bangli, Tembuku, and Kintamani). Of 72 villages subdivided into 322 banjars. Beside the government banjars, there are 159 pekraman which are traditional autonomous units. Among the villages are four having urban status. Landscape of double-calderas, active volcanic cones, lake, lava flows, cinder cones and maar is a unified volcanic morphology that became a history of the dynamics of volcanism phenomenon over tens of thousands years ago to present time. Batur active volcano has a unique phenomenon, viz. "caldera in caldera" that is rarely found elsewhere. As a tool to develop area in a sustainable manner, the UNESCO Global Geo-park Batur mix and match among components of geology, biology and culture for the purpose of conservation, education, growth of local economic value and sustainable development. An area of 366.5-kilometer square is inhabited by about 16.625 people, spread over 15 traditional villages.

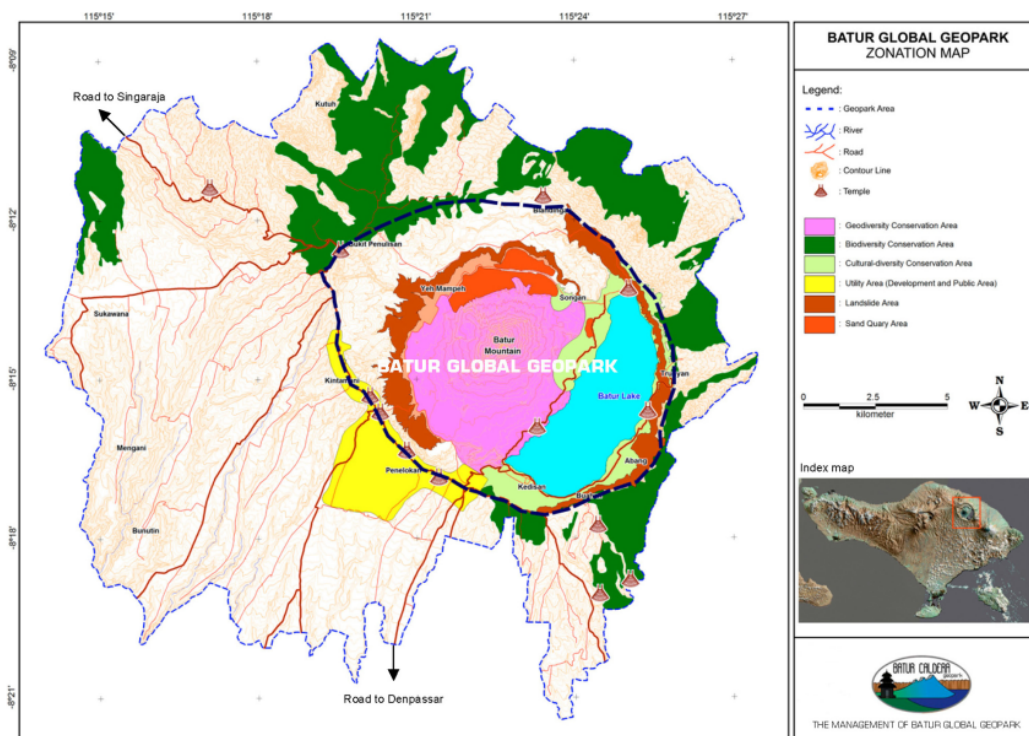


Figure 2. Map of Batur UNESCO Global Geo-park

Source: Progress Report of Batur UNESCO Global Geopark for the year 2012-2016

One of the strengths and weaknesses-the Geo-park Batur region is its population. It is not easy to develop thorough this area, because Kintamani with 48 villages has a high social diversity. Therefore, the Ministry of Culture and Tourism of Indonesia together with Bangli regency government tried to re-arrange the area by involving the community in 15 villages in one cluster Destination Management Organization (DMO). The 15 villages include: Batur Selatan Village, Central and North, Kintamani Village, Suter, Blandingan, Sukawana, Songan A Village and Songan B, Trunyan Village, Buahon, Kedisan, Abang Songan Village, Suter and Abang Batu Dinding Village.

Capturing community aspirations and commitment from 15 villages is not an easy and fast work. Some villages that include into geo-park area, there are 15 villages. Of the

15 villages located in Bangli Regency, there is a group of tourism destination zones grouped into five clusters based on location, geographical condition, and socio-cultural conditions of the community. The group is divided into 5 clusters with each cluster consisting of 3 villages. From a number of villages, not all of them have been optimized. The Suter Village which is included in the destination cluster Abang Airawang become one of the tourist villages to be developed by the government. These villages include Kintamani Village, Terunyan, Buahan, Kedisan, Sukawana, Senggang Abang, Pinggan, Blandingan, South Batur, Batur Tengah, North Batur, Suter, Abang Batu Dingding, Songan A and Songan B whose overall geo-park area reaches a 25-kilometers and into the caldera of Batur Global Geo-park. In this study will focus on Cluster Destination Abang Airawang is one of the village Cluster consisting of Abang Songan Village, Abang Batudinding Village and Suter Village.

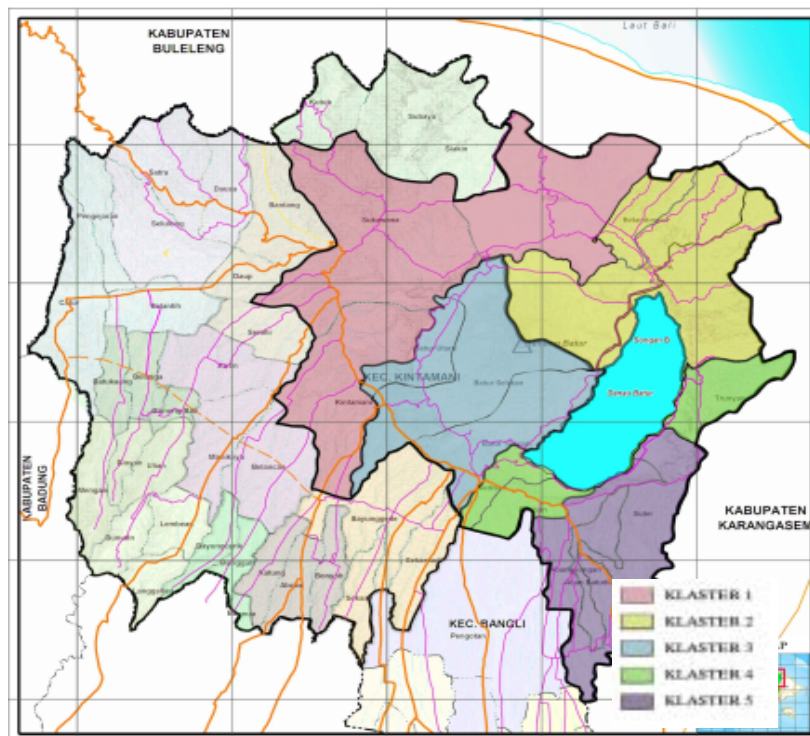


Figure 3. Map of Five Cluster of Destination Management Organization (DMO) in Batur Global Geo-park (BGG)

Source: Masterplan of Strategic Area of National Tourism (KSPN) Kintamani-Danau Batur And Surroundings

Destination Cluster Abang Airawang is one of the village clusters consisting of Abang Songan Village, Abang Batudinding Village and Suter Village. To be able to help the government program as a facilitator of village development, the three villages can not be separated because it has the same natural potential and historical background. From several clusters that exist, clusters Abang Airawang is one cluster that has tried to maximize the utilization of their natural potential. The number of tourists visiting and visiting the destination cluster is about 40% of the total number of tourist visits to the Bangli Regency tourist destinations (Source: Suter Village Participatory Rural Appraisal (PRA) Report).

In addition, Cluster Destination Abang Airawang located in District Kintamani as a tourist area that is natural tourism should be able to help the community in his village to become more economically advanced. However, this does not occur evenly in most of the three villages. Major livelihoods as a farmer is still much occupied even until children are not rarely drop out of school to help their parents to work in the fields. The type of employment that is less makes people choose to pursue the work diladang for generations. The classic reason for the difficulty of finding a job also makes many children who drop out of school after graduating from junior high school to pursue work in the field. Though much potential that can be developed in Cluster Abang Airawang if it can be managed properly. Cluster Abang Airawang is an example of a group of tourist destination villages with abundant natural resources with main agricultural produce in the form of albesia, mahogany, heinous, corn, orange, and others are chocolate, coffee, banana, cassava but can not optimize the welfare of the village community. The condition of the villages in the hills where there is no water source makes water the main problem in the village. In addition, plant pests and diseases that attack the commodity also has an impact on the productivity of agricultural produce is less than the maximum. This makes farmers begin to switch to the craft and carpentry sectors. Utilization of land and natural resources that become less than optimal in Cluster Abang Airawang, require a solution to empower the village community as a manager and further promote the village economy. The location of the village located in the tourist area with the main locus of the forest tourism, and additional object view of the mountain and Lake Batur has not been utilized by the surrounding people as one of the potential of the village that can be developed to help increase the income of villages and residents.

B. Historical Aspects of Batur Geo-park Area

The early initiative to enhance the development of Geo-parks by UNESCO were supported by many countries, as they agreed to conserve various geological heritage and increase the value of past civilization relics. Geo-parks was one of programs that support the target of Agenda 21, which was sounded at United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro, Brazil, June 1992. The establishment of Geo-park emphasizes the interaction between socio-economic and the conservation of the natural environment.

An important step of improving geo-park management began when the Global Geo-park Network (GGN) was established in 2004. GGN had early membership of 25 geo-parks scattered in China and several European Countries. The membership lists then continuous to grow to more than 100 geo-park in 37 countries all over the world in 2017. GGN is currently managed by a non-profit entity under UNESCO, with an annual membership fee. GGN has a purpose to be a dynamic network with strong commitment from its members to work together, exchange ideas regarding best practice, and conduct common project to improve the standard of products and practices from UNESCO Global Geo-park.

Indonesia was well know for its biodiversity, such as various mountains and geo-parks. Amongst geo-parks in Indonesia, Batur Geo-park Area was the first that selected to be a member of GGN. Batur Geo-park Area was proposed by Indonesian government through the Ministry of Culture and Tourism (Kementerian Pariwisata) in 2009. After going through several feasibility studies and assesment from the UNESCO, the Batur UNESCO Global Geo-park Network then was established in 2011. The inauguration was conducted by Minister of Culture and Tourism (Kementerian

Pariwisata) on November 17, 2012.

As a geo-park that had become a member of GGN, the management of Batur Geo-park Area is required to involve local communities to participate within the decision making process. The involvement of local communities is expected to improve the economy of the community with concern on conservation and avoid damaging the environment. Those conditions could happen if the geo-park program gets a positive response from all involved stakeholders.

C. Improved Livelihoods / Standard of Living

The implementation of Global Geo-park Network (GGN) also contributed in the improvement of livelihoods among local communities within Batur Geo-park Area. There are several scopes that measured, among others; employment, increased livelihood options, establishment of micro-enterprises, poverty alleviation, improved standard of living, and income/revenue generation.

The main challenge within the development of Batur Geo-park area is the effort to align the local livelihoods with the conservation of protected areas. There were diminishing rate of various economic sectors such as excavation, especially in Songan A and B Villages. The major shifting from previous sector (excavation and farming) to tourism considered unprofitable for them.

“About relation with geo-park, if seen from territorial base activity more to activity home industry, like craft. So geo-park is just like the real tourism area. But also with the protected area, it becomes less profitable for the local people as well, especially the farming and mining.” - Cok Gede Agung Panji S.H (Head of Industrial Relations in Bangli Manpower Agency)

There were several initiatives from Bangli Local Government to improve the skills of workforce in Bangli Regency, especially around Batur Geo-park Area. One of the initiatives was the establishment of various training institutions to provide skills improvements, entrepreneurship class, and chance to do internship abroad. Those training institutions were established by local foundations and engaged in various sectors, such as tourism and plantation. This initiative showed that the Bangli Local Government already established mutual relationships with local foundations.

“When viewed from their competence, we prepare several LPK (Training Institution), which provides training on entrepreneurship or internships abroad. We currently have 12 LPKs. We recruit the participants, and later the LPK who provide coaching. In the implementation we are working with Bangli Local Government. That program began in 2012. We monitor on a quarterly basis, if there is less healthy LPK then we give coaching.” - Cok Gede Agung Panji S.H (Head of Industrial Relations in Bangli Manpower Agency)

Most of the employees within public and private sectors in Bangli Regency were came from local work force. Several local businessmen already realized the importance of employing local labour to strengthen the local economy resilience. Employing local labour offers both financial and cultural benefit, and increasing interactions with tourist (Slocum et al., 2017).

“Workers here 99% are local resources that we absorb from several tourism education institutions in Bangli District. The remaining 1 from Bogor and 1 from Manado and some from Denpasar. These workers occupy all levels.” - Ketut

Marjana (Head of Hotel and Restaurant Association in Bangli Regency)

“The majority are still Bangli. If Bangli is like a place where people pass by. Immigrants who settled from other areas, mostly settled in Denpasar or other cities.” - Cok Gede Agung Panji S.H (Head of Industrial Relations in Bangli Manpower Agency)

Also from the measurement of statistical counting from work force in Bangli Regency, there was an increase on regional minimum wage. That statistical fact shows trend of increase from local aggregate income, in which then affected the raise of salary of workers in Bangli Regency.

“Based on 2016 data, the regional minimum wage (UMK) is approximately 1,957,734. Increased in the last 5 years” - Cok Gede Agung Panji S.H (Head of Industrial Relations in Bangli Manpower Agency)



Figure 4. Local community stalls in Tourism area of Suter Village

Still there were several problems faced during the statistical counting of work force in Bangli Regency. One of the problems was not all of entities were aware of the importance of reporting on their current activities and economic level.

“We have given coaching and socialization that every month they have to report the current amount of manpower, but in the field not at entities were reporting the number. Those who do not report this make the amount of precision invisible to compare the development of the number of workers or SMEs.” - Cok Gede Agung Panji S.H (Head of Industrial Relations in Bangli Manpower Agency)

D. Local Economic Development

The implementation of Global Geo-park Network (GGN) enhance local economic development within Batur Geo-park Area, which includes; Economic benefits, use of local products, rural development, and stakeholder partnerships/linkages.

Most of stakeholders agreed on the positive impact of the implementation of Batur Global Geo-park regarding the increasing rate of involvement of local organizations and communities that were involved in tourism sector. The rate of involvement reflected on the rising number of organizations and communities participants in various initiatives and events related to tourism industry. Also in physical context, there are growing number of new facilities that support diverse tourism activities in

Batur Geo-park area.

“In my opinion, Geo-park is now beginning to show its benefits to the community, as we can see today the growing number of organizations or communities that are involved in the tourism industry besides growing tourism facilities such as the example of new climbing routes, restaurants and new food stalls, newly built hot springs and new campsites indicate that people are beginning to look their way to benefit from tourism activities.” – Jero Mulyawan (Headmaster of SMKN 2 Kintamani)

In Suter Cluster of Batur Geo-park, there were a village-owned enterprise that could generate 30 – 50 million IDR of monthly revenue for the village treasury. The revenue derived from the operation of hot water bath, local restaurants, and sales of local handicraft products.

“The economic benefits of each month in the Suter cluster reaches 30 to 50 million. What does it mean? The existence of this geo-park can actually encourage the development of village, local community, and its products.” – Dr. I Wayan Mertha (Scholar in Nusa Dua Higher School of Tourism, Denpasar)

However the benefits from tourism activities not perceived equally by several villages outside Suter Cluster, in Batur Geo-park area. Local economic development based on tourism activities did not appear in several villages that still depend on extractive sectors, such as excavation type-C in Songan A and B Villages.



Figure 5. Local business in tourism activities (tracking, cycling and motocross) in Suter Village

“Communities involved in excavation type-C are aware of the negative impacts of these activities, but there has been no substitute for their main livelihoods, the benefits of tourism are also not evenly distributed so that they can not replace the activities of excavation type-C. In areas where economic benefits such as Batur Village, Kedisan, and others, the community strongly opposes the activity of excavation. Because they do get more benefit from tourism.” – Dr. I Wayan Mertha (Scholar in Nusa Dua Higher School of Tourism, Denpasar)

To diminishing clash between the development of tourism sectors and regulation of other business sectors, the implementation of special economic zone plan could be an option to differentiate zones based on their specialties. Each of zones will develop by

itself, regarding the current applied regulations.

“I think the problem is like that the government has not created a special economic zone that minimizes the clash of interests from every sector in this Geopark Batur region. The second is that the government is still weak in limiting or even prohibiting mining activities such as excavation type-C” – Ketut Marjana (Head of Hotel and Restaurant Association in Bangli Regency)

E. The Impact of Social Capital and Local Empowerment of Suter Cluster

There are various reasons to identify particular CBT initiatives as successful. According Neda Torabi Farsani at all, 2010, The five main reasons given for initiatives being regarded as successful are Social Capital and Empowerment, Local Economic Development, Livelihoods, Conservation/Environment and Commercial Viability. Social Capital and Local Empowerment play important roles for a CBT initiative being identified as a success. The impact of social capital and local empowerment consist of four criteria, there are Empowerment, Capacity Building, Local community management/leadership and Participation Local community working together (Farsani at all,2010).

Today, opportunities present themselves to communities to gain control over their natural resources and venture into viable tourist businesses. The gradual development of community organizations which are responsible for natural-resources management and the offspring tourism projects, reflects itself in stronger communities that are increasingly able to fend for themselves. Community empowerment is perhaps the most important benefit of the community-based tourism projects (Rozemeijer, N., 2001).

“Once LWG is established, training, workshops, comparative studies, and DMO conferences throughout Indonesia are often conducted.” – I Nengah Suratnata (LWG Abang Erawang Cluster)

CBT endeavors can be waste of scarce resources if not supported by a government with a solid policy promoting CBT. The government has to have a responsible leadership role and provide continuous psychological, financial, technical and educational support in all steps of CBT development. The government is the key in local governance, which needs organizing and building partnerships within the community and between the community and external agencies with continuous communication.

“Cooperation conducted with the government of Bangli, STP Nusa Dua there is a MoU with Bangli local government related to the development. The current training is the introduction of tourism potential and how to receive tourists.” - Dr. I Wayan Mertha (Scholar in Nusa Dua Higher School of Tourism, Denpasar)

It can ensure collaboration and coordination of all stakeholders to create a shared, long term vision of tourism and economic development by avoiding the exclusion of marginal groups and eliminating traditional divisions and tensions in communities. The government is instrumental in building and strengthening appropriate community institutions and making them more accountable and transparent to ensure the wider community benefits.



Figure 6. Social capital and local empowerment activities in Suter Village

Additionally, the government has the means to provide initial and ongoing technical assistance for individual and institutional capacity building, feasibility studies, dissemination of information generated by research accumulated knowledge, experience and know how to benefit the locals. Furthermore, the government can develop the necessary infrastructure (roads, sewage, electricity, and telecommunication) to form an attractive tourism product as well as avoid the vulnerability and risk from natural disasters such as storms, hurricanes, droughts etc. The government's will for empowerment of locals after capacity building defines the level of actual empowerment felt by locals.

“From the village funds there are already own parts for the allocation. Approximately 70% is allocated for physical and 30% for community empowerment. Empowerment here is usually for traditional dance studio exercises, education, gamelan, and other exercises. For the environment including the empowerment yes, about 2% of 30%. The activities are devotional work and the provision of waste bins.” – I Wayan Marsidi (LWG Batur Karanganyar Cluster)

The success of a CBT project depends upon the equitable distribution of surplus revenue that requires internal collaboration, effective leadership, and safe access to locations.

Conclusion

Geopark and geo-tourism has been a important sector in Kintamani District, especially in Suter Village (Abang Airawang Cluster of Batur Geopark), as it produced benefits and impacts for the socio-economic and environmental conservation. Current models of CBEs in Batur Geopark are several scopes that measured, among others; employment, increased livelihood options, establishment of micro-enterprises, poverty alleviation, improved standard of living, and income/revenue generation. Furthermore, the main challenge within the development of Batur Geo-park area is the effort to align the local livelihoods with the conservation of protected areas.

The Suter Village which is included in the destination cluster Abang Airawang have been optimized and become one of the tourist villages to be developed by the government. Based on Goodwin et al (2009) that explained success factor from various clusters of Community-Based Tourism (CBT), Suter Village has three key factors to be a success CBT in Geopark Batur, there are improved livelihoods/standard of living, local economic development, and impact of social capital and local empowerment.

In Suter Cluster of Batur Geo-park, most of the employees within public and private sectors were came from local work force. Employing local labor offers both financial and cultural benefit, and increasing interactions with tourist. there was a village-owned enterprise that could generate 30 – 50 million IDR of monthly revenue for the village treasury. The existence of this geo-park can actually encourage the development of village, local community, and its products. Meanwhile in term of social capital and local empowerment, Suter village has training and workshops for local community.

CBT initiatives in Suter Village were able to emphasize improve livelihoods, address local community priorities, enhance local economic development, enhance community empowerment and transparency, promote effective community leadership and develop community and simultaneously to enhance environmental and cultural conservation in local community.

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