

# Evaluating the Potentials and Problems of CBT Based on PRA Approach in Managing Rural Tourism (Case Study: Torongrejo Village)

Evaluasi Potensi dan Permasalahan CBT Berbasis Pendekatan PRA  
dalam Pengelolaan Wisata Perdesaan (Studi Kasus: Desa Torongrejo)

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**Abstract:** Torongrejo Village, as one of the villages which developed as new rural tourism by the Batu City Tourism Office, has many attractions, such as nature and local heritage. However, community participation has not been seen in local tourism and still managed individually or privately. One of the alternative concepts to develop rural tourism is community-based tourism (CBT). This study aims to determine the potentials and problems of the village based on the CBT aspects, as follows economic, environmental, cultural, social, and political. In order to achieve these objectives, qualitative method as in Participatory Rural Appraisal (PRA), FGD and field observations were employed and qualitative data collected were analyzed using institutional analysis, evaluation of CBT aspects, and SWOT. This research finds that Cultural and Environmental dimensions are the strengths point, meanwhile politic, economic and social dimensiones are the weak point.

*Keyword: Rural Tourism, Community-Based Tourism, Sustainable Development, Participatory Rural Appraisal*

## INTRODUCTION

The Tourism Sector plays an important role in the economic aspect. Batu City has many potential attractions that can be developed to improve local GDP. Reported by 2020, the tourism sector is still the largest contributor to GDP which is almost 40% of Batu City's total GDP of IDR 123.6 billion even in the midst of the Covid-19 pandemic (Fizriyani, 2021). Followed by 2022 whereas revenue realization increases to IDR 1 trillion and is in the 8<sup>th</sup> highest GDP realization in Indonesia (Sampurno, 2023). This achievement is inseperable from the successful of rural tourism development. Rural tourism itself, defined by Ayazlar & Ayazlar (2015), is a tourism concept taking place in rural areas in which organized and managed by local community as well as based on a strong connection with the environment and local tradition.

Torongrejo Village is one of the villages established by the Batu Department of Tourism to be developed as new rural tourism. The Government of Batu also plans Torongrejo to one of the tourist destinations that is integrated with a city-scale tourist route plan (The Government of Batu City, 2011). This village has many attractions, such as *Lembayung Gunung Wukir* Cultural Festival, Rafting, Wukir-Arjuno mountain view, Dawuan Art, and Padang Bulan Traditional Dance. However, the potentials of tourism

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can't develop optimally. Several problems caused that. Community participation hasn't been seen in local tourism. Local people managed their potential attraction by an individual or private company. There is no integration among the institutions in tourism management. This condition causes the tourism sector hasn't given benefit impact to local communities.

As tourism becomes a promising development sector which can alleviate poverty, accelerate economic growth, opening new employment as well as multiplying its effects to other sectors, many Community-Based Tourism (CBT) are flourishing in Indonesia (Suryani, et al. 2020). CBT is a planning concept that focused on local involvement in decision making, benefit, and education to the local community in managed tourism (Sunaryo, 2013). CBT is one of the development concepts that can contribute in sustainable development through local participation (Dodds et al., 2018). However, several researches find that the failure of CBT application in rural tourism are lack of collective and transformational leaders who facilitate community social changes, lack of capacity building and lack of collaboration with external partners such as practitioners and local government as well as private sector (Suryani, et al. 2020). Additionally, as stated by Lo & Janta (2020) strengthened by Aprilani & Cahayani (2022), local communities suffer from lack of financial resources to support project initiatives. Thus, as practitioners, this research is trying to fill the gap between theory and practice by facilitating local community through Participatory Rural Appraisal (PRA). PRA is one of the participatory rural development methods to identify, analyze, and plans the rural area (Chambers, 1994). Local communities can analyze and make a plan in their village since the early stages of planning (Sontakki et al., 2019). A Participatory approach with "rural development" is used to reach village independence in managed their local resources (Ministry of Cooperatives and SMEs et al., 2015). To conclude, this study aims to determine the potentials and problems of the village based on the CBT component and give the recommendation to local authorities to managed rural tourism.

## **METHODS**

Participatory Rural Appraisal (PRA) is a qualitative approach used in research with analytical techniques in the form of PRA tools and SWOT. Data collection was carried out through observation and Focus Group Discussion (FGD) with key respondents. The sample used in this research is Nonprobability Sampling with a purposive sampling technique. Purposive sampling is a sampling technique with certain considerations (Sugiyono, 2015). The samples in this study were 6 (six) key respondents who were representatives of each community institution. The sample was selected with the consideration that they already know and understand the actual conditions of tourism in Torongrejo village so they can provide more accurate information.

### **Participatory Rural Appraisal**

Participatory Rural Appraisal (PRA) is an approach in the process of empowering and increasing community participation, which emphasizes community involvement in all development activities. PRA is the methods used to facilitate local communities to analyze, plan, make decisions, solve problems, monitor, and evaluate community needs (Cavestro, 2011). The reason for using PRA in research related to the application of the CBT concept in the planning of the Torongrejo village, because the village development is community oriented. PRA consists of several tools that have their respective uses (Sontakki et al., 2019). Only there are three PRA tools used as analytical techniques in this study:

- Semi-structured interview of key informants, to understand the village in its entirety. Especially for the Identification of Rural Tourism. These are interviews with specially selected individuals who have specialized knowledge about the tourism of Torongrejo village. The information would be crosschecked with information from other sources. Key informants are carefully selected by selecting them among members of the target group e.g. local leaders or staff of support organizations.
- Venn diagram, to study the institutional relationship and their influence on the village development (sometimes also referred to as institutional diagram). The results of each organization can be visualized by making the size of the circle (size of the role in society) and determining the distance of each circle from the center (amount of benefit provided to society).
- Matrix ranking, matrices to assess the best development strategy in the village development based on the selected criteria.

### Community Based Tourism

Community-Based Tourism (CBT) is a concept that gives the opportunity for villagers to participate in tourism development (Sidiq & Resnawaty, 2017). CBT is planning concept that focused on local involvement in decision making, benefit, and education to the local community in managed tourism (Sunaryo, 2013). Tourism activities owned and managed by local communities and contribute to support sustainable livelihoods and preserve socio cultural and natural resources (The ASEAN Secretariat, 2016). Local communities can participate in the planning process, so they can obtain the maximum benefit on local potential tourism. CBT was used in Torongrejo village to ensure planning as people needed. CBT can support sustainable tourism at community level (Dodds et al., 2018). CBT concept focuses on sustainable social, economic, and environmental in tourism products. CBT has several key elements of success, such as nature conservation, community involvement, community management on tourism, and learning (Suansri, 2003). To evaluate the implementation tourism in community development, the CBT aspect was used which classified on several dimensions. Dimensions used in this research as follows: economic, environmental, social, political, and cultural (Suansri, 2003).

**Table 1. CBT Aspects**

<b>Dimension</b>	<b>Attribute</b>
Economic	Raise funds for community development
	Create jobs in tourism
	Raise the income of local people
Environment	Carrying capacity
	Waste management
	Conservation awareness
Social	Improve the quality of life
	Promote community pride
	Local organization
Cultural	Equitable distribution of roles between the older and the younger
	Respect of another culture
	Foster cultural exchange
Political	Local tradition development
	Local Participation
	Ensure rights in natural resources management
	Increase the power of community over the outside

*Source: Suansri (2003)*

### SWOT Analysis

SWOT analysis is a strategic planning method that used to evaluate strengths, weaknesses, opportunities and threats. Begins with Identifying the internal (strengths/weaknesses) and external (opportunities/threats) factors of Torongrejo village based on the results of the previous analysis, then developing the strategies by maximizing strengths and opportunities along with minimizing weaknesses and threats (Figure 1). Strategies that have been successfully developed using SWOT will be sorted by scale of importance using a ranking matrix based on CBT criteria to ensure that the highest strategy is the primary strategy of tourism development in Torongrejo village.

	Strengths	Weaknesses
Opportunities	Achieve opportunities that greatly match the organization's strengths	Overcome weaknesses to attain opportunities
Threats	Use strengths to reduce the organization's vulnerability to threats	Prevent weaknesses to avoid making the organization more susceptible to threats

Source: Chermack & Kasshanna (2007)

Figure 1. SWOT Matrix

## RESULT AND ANALYSIS

### Identification of Rural Tourism Component

Torongrejo village has many attractions including nature and culture tourism. The tourism component needs to be developed further. In this study, the types of attractions are compared with rural tourism component, in order to identify characteristics, potential, and problems. Identification of rural tourism component can be explained by Table 2.

Table 2. Identification of Rural Tourism Components

No.	Attractions	Rural Tourism Component	Descriptions
1	Rafting	Product	Water tourism that utilizes the Berantas River as an attraction route
		Human Resource	The local community is not involved in the development
		Institution	Private, the sharing agreement with the village government BUMDes, still on behalf of individuals
		Infrastructure	Infrastructure is provided by the private
		Promotion	Conducted by the private and BUMDes through online media
		Investment	Safety facilities and supporting equipment are provided by the private
2	Wukir Mountain	Product	A mountain that is believed to be a piece of the peak of Mount Arjuna <b>Problem:</b> Land conflict between village government and the private
		Human Resource	The community cannot manage the land optimally because the land is privately owned
		Institution	a. Village government

No.	Attractions	Rural Tourism Component	Descriptions
			b. It is planned to be managed in collaboration with community and Karang Taruna
		Infrastructure	There is no supporting infrastructure
		Promotion	There is no promotion
		Investment	There is no investment yet
3	Ganesha Statue	Product	Singosari Kingdom relics that have existed since Hinduism first entered the Torongrejo village <b>Potential:</b> There is already a replica of the Ganesha statue to serve as an icon of the border gate between villages/subvillage
		Human Resource	The public is aware to protect the historical heritage
		Institution	Batu City Government built physical protection to preserve the Ganesha Statue
		Infrastructure	Very limited infrastructure
		Promotion	There is no promotion
		Investment	The Batu City Government funded the construction of a protective building for the Ganesha Statue
4	Art/Cultural Ceremony	Product	a. Rampak-Rampak Art Studio b. Padang Bulan Ritual c. Village/Subvillage Ritual ( <i>Ritual Bersih Desa/Dusun</i> ) d. Cultural Festival: Lembayung Gunung Wukir
		Human Resource	The community takes part in the implementation of activities, independently to carry out activities, the community preserves the Javanese reliance and arts
		Institution	Management is carried out by the village government and Karang Taruna
		Infrastructure	There are no specific locations to facilitate festival activities
		Promotion	The promotion is only for internal villages
		Investment	a. Funds for activities will come from community contributions and Karang Taruna b. Usually, it will be charged Rp 25.000 – 30.000 for one trade booth
5	Agriculture	Product	The concept of agricultural education tourism, such as training in making bread from tubers in individual scales
		Human Resource	The majority of people only market agricultural products in raw without any processing
		Institution	8 Farmer groups ( <i>Gapoktan</i> ), which are spread throughout the subvillage in Torongrejo Village
		Infrastructure	There are supporting infrastructures such as irrigation and agricultural roads but there are no special supporting facilities for tourism
		Promotion	Promotion of agricultural products by PKK, Karang Taruna and BUMDes, but there is no specific promotion for tourism
		Investment	The community began to be interested in joining in the processing of agricultural products in a series of cultural festivals held in the village of Torongrejo
6	UKM	Product	<b>Furniture Business:</b> It is an effort made by Karang Taruna to empower its members <b>Processed Agriculture Product Business:</b> Making processed products carried out by villagers (individuals)
		Human Resource	The community needs special assistance to develop knowledge in managing UKM in Torongrejo Village
		Institution	PKK and Karang Taruna
		Infrastructure	Very limited infrastructure

No.	Attractions	Rural Tourism Component	Descriptions
		Promotion	Promotion by PKK and Karang Taruna
		Investment	The effort and energy provided by the community is the largest investment

### Institutional Analysis (Venn Diagram)

The Institutional Analysis of Torongrejo village is an analysis using a PRA tool, namely Venn diagram. The purpose of the Institutional Analysis is to find out the relationship between the various institutions in Torongrejo village and their benefits for the community. Venn diagrams are techniques for making stakeholder relations charts that are used to facilitate the study of relationships between people and institutions in their environment (Mikkelsen, 2011). The size of the circle is defined as the magnitude of the influence of the institution on society, while the distance between circles is the benefit felt by the community for the presence of the institution. The Stakeholder data of Torongrejo village was taken using the PRA approach through the Focus Group Discussion (FGD). The Institutional Analysis results of the Torongrejo Village can be seen by the figure below:



**Figure 2. Venn Diagram**

The stakeholders of Torongrejo village are described as circles with different sizes and positions. The size of the circle describes the existence and benefits of the institution according to the results of the community assessment, while the position of the circle illustrates the institutional relationship with community. Venn diagram descriptions of the Torongrejo village can be explained by Table 3.

**Table 3. The Stakeholders of Torongrejo Village**

Stakeholders	Circle Size	Circle Position	Descriptions
<i>Badan Permusyawaratan Desa (BPD)</i>	Large	Intersect with Community	<ul style="list-style-type: none"> <li>Has a large role and functions as a forum that accommodates all the aspirations of the community</li> <li>The benefits have not yet been felt by the community because of their limited information and knowledge about the meaning and function of the BPD</li> </ul>

Stakeholders	Circle Size	Circle Position	Descriptions
<i>Lembaga Pemberdayaan Masyarakat Desa (LPMD)</i>	Large	Separate with Community Intersect with BPD	It has become part of the BPD so there is no direct interaction with the community <ul style="list-style-type: none"> <li>• Has a large role and functions as a program implementer that has been prepared by BPD</li> <li>• The benefits of LPMD are considered to be less than optimal, because the community does not understand the meaning and function of LPMD</li> </ul>
<i>Lembaga Perlindungan Masyarakat (LINMAS)</i>	Medium	Intersect with Community	<ul style="list-style-type: none"> <li>• Has a role to protect security and order in the village of Torongrejo</li> <li>• The benefits of LINMAS are felt by the community</li> </ul>
<i>Pemberdayaan Kesejahteraan Keluarga (PKK)</i>	Medium	Intersect with Community	<ul style="list-style-type: none"> <li>• Has a large role in society</li> <li>• The benefits are not felt by the community because the institution does not encourage community participation</li> <li>• There are not many innovative activities that can attract people to get involved in improving their welfare</li> </ul>
<i>Kelompok Sadar Wisata (Pokdarwis)</i>	Small	Side by side with Community	Has a very small role in society. So far, tourism training has only been provided to representatives of the institution.
<i>Karang Taruna</i>	Medium	Intersect with Community	<ul style="list-style-type: none"> <li>• Has a large role in society</li> <li>• The benefits felt by the community, such as success in attracting youth to be involved in UKM and conducting cultural festivals</li> <li>• Many innovative activities that can attract people to improve their welfare</li> </ul>
<i>Kelompok Kesenian</i>	Medium	Intersect with Community	<ul style="list-style-type: none"> <li>• Has a large role in society</li> <li>• Many benefits are felt by the community, especially in arts</li> <li>• The people of Torongrejo Village still maintain the Javanese culture in their area</li> </ul>
<i>Pemuda Sinoman</i>	Small	Intersect with Community Intersect with kelompok kesenian	Cultural institutions that focus more on young groups Institutions that are still part of the <i>Kelompok Kesenian</i> , they do not interact directly with all society
<i>Rukun Kematian</i>	Small	Intersect with Community	Has a small role to the community because it is only related to funeral activities in Torongrejo village
<i>Gabungan Kelompok Tani (Gapoktan)</i>	Medium	Intersect with Community	<ul style="list-style-type: none"> <li>• Has a large role in society</li> <li>• Benefits are felt by the community, such as attracting cooperation with Batu department of agriculture to distribute seedlings to farmers in the village</li> <li>• However, the benefits are only felt by those who join the institution</li> </ul>
<i>Badan Usaha Milik Desa (BUMDes)</i>	Medium	Intersect with Community	<ul style="list-style-type: none"> <li>• Has a large role in society</li> <li>• However, not many direct benefits are felt by the community</li> <li>• Many innovation activities are not optimal, because the planning does not involve the aspirations of the community</li> </ul>

### Evaluation of Community Based Tourism Aspects

This analysis used to compare the characteristic of Torongrejo Tourism with CBT aspects that classified on several dimensions. CBT dimensions used in this research are economic, social, cultural, political, and environment (Suansri, 2003). CBT used in Torongrejo planning to ensure planning as people needed. The following table shows the potential-problem of CBT aspects in Torongrejo Village.

**Table 4. Evaluation of CBT Aspects**

Dimension	Attribute	Existing conditions	Descriptions
Economic	Raise funds for community development	The focus of village development is still oriented towards the agricultural sector. The Tourism sector is not a priority on rural development	<b>Problem:</b> The tourism sector hasn't given benefit impact on community development because still managed by an individual or privately. Villagers who work in tourism sector less than 1%.
	Create Jobs in Tourism	The Villager who work in tourism sector less than 1%	<b>Problem:</b> This condition shows the tourism sector hasn't given an impact on creating a job for local people.
	Raise the income of Local People	The Main of the local's livelihood is the agricultural sector, with 28% of total productive populations. The Villager who work in the tourism sector less than 1%.	<b>Problem:</b> This data shows the tourism sector has not contributed to local income. This sector is not a priority on rural development.
Environmental	Carrying Capacity	<ul style="list-style-type: none"> <li>• <b>Type of soil is Alluvial</b></li> <li>• <b>Torongrejo Village is crossed by two rivers (Lanang River and Wedok River)</b></li> </ul>	<b>Potential:</b> <ul style="list-style-type: none"> <li>• <b>Alluvial is fertile soil and can support agriculture</b></li> <li>• <b>The River used by local people as a source of clean water for agriculture and daily life</b></li> </ul> <b>Problem:</b> <ul style="list-style-type: none"> <li>• <b>Potential flood disaster from the river overflow</b></li> </ul>
	Waste Management	Poor Sanitary Condition	<b>Problem:</b> Tourists complained about the sanitary condition. This condition can reduce the tourist's interest to visit Torongrejo.
	Conservation Awareness	Water alms ritual ( <i>Ritual Sedekah Air</i> ) is one of the traditional cultures that still held.	<b>Potential:</b> These activities can give positive impact on sustainable water cycles
Social	Increase the Quality of Life	Based on BPS Batu research, 7,8% population still at the poverty level. This percentage shows Torongrejo village categorizes as a poor village	<b>Problem:</b> This condition shows the Tourism sector hasn't given impact to increase the quality of life, especially on social welfare.
	Promote community pride	Local people still pride in their local culture. Several traditions are still held continuously. However, there is no specific form of promotion that related to tourism by the village government of Torongrejo	<b>Potential:</b> Local Cultural can be an attractive tourist attraction if properly managed, for example, packed into tourism packages. <b>Problem:</b> There is no promotion about tourism which makes the



Dimension	Attribute	Existing conditions	Descriptions
		Village	uniqueness of local culture less known by tourists visiting Batu City.
	Local Organization	There is no integration among the institutions on tourism management	<b>Problem:</b> Disintegration between local government and private sector causes obstructed tourist attraction development
	Equitable distribution of roles between the older and the younger	There is no equitable distribution of roles in tourism management.	<b>Problem:</b> Disintegration in tourism development made tourism sector development are obstructed.
Cultural	Respect to another culture	Local people receive tourist with another culture very well	<b>Potential:</b> This condition can minimize social conflict between tourist and local people and support cultural exchanges
	Foster cultural exchange	Cultural exchange between tourist and local people	<b>Potential:</b> Both of them can promote their culture and learn something new tradition.
	Local Cultural development	The Local community is still keeping their local tradition. Several local traditions are still held, such as <i>Lembayung Wukir</i> festival, Padang Bulan traditional dance, and Water alms ritual ( <i>Ritual Sedekah Air</i> ). However, there is no maintenance and control on historical objects.	<b>Potential:</b> Local Cultural can be an attractive tourist attraction if properly managed, for example, packed into tourism packages. <b>Problem:</b> No maintenance and control on historical objects cause the statues of bull-shaped (one of the historical objects) was stolen.
Political	Local Participation	The Local community participation hasn't seen in local tourism and is still managed individually or privately.	<b>Problem:</b> This condition causes disintegration among stakeholders and made tourism sector can't give benefit impact on community development
	Ensure rights in natural resources management	Local communities have access to managed their local resources	<b>Potential:</b> Local communities can manage their local resources to increase economic benefit and social welfare.
	Increase the power of community over the outside	The Local community participation hasn't seen in local tourism	<b>Problem:</b> This condition shows the local community has no power over the outside, especially on tourism management

Table 4 shows the evaluation of CBT aspects in Torongrejo Village. Based on the table, Cultural and Environmental dimensions are the strongest aspects in developing local tourism. The local traditional cultural like festival or ritual sedekah air can be more attractive if packed into tourism packages. Political, Economic, and Social dimensions became the weak aspects.

The results in Table 4 were also given new findings on CBT implementation. Several studies have been conducted to evaluate the CBT concept in Batu City (Table 5). Muzha et al. (2013) and Nurhidayati (2015) conducted similar studies to evaluate CBT's

implementation in agritourism. The results show that geographical condition, accessibility, culture, community involvement, and security were the strengths, while human resources quality and political aspects were the weaknesses.

This research identifies more challenges because it uses different methods and CBT Criteria. In previous studies, CBT was seen as a big tourism concept with no specific indicators used as a basis for the evaluation, resulting in the difference in the detail of the problem identifications. The difference was also found in the data collection. In this research, the local community has participated in data collection as subjects, not objects, as seen in the previous study. The FGD was conducted since the early planning stages to ensure the community can identify the potential problems of their villages.

**Table 5. Comparison of CBT's Evaluation in Batu City**

Author	Methods	Main Results	New Findings in this Research
Muzha et al., 2013	Descriptive qualitative by interview and observation	<p><b>Driving Factor:</b> Geographical and climate condition, accessibility, culture, security</p> <p><b>Challenges:</b> Lack of coordination between government and local community, lack of knowledge in local community</p>	<p><b>Challenges</b></p> <p><b>Cultural:</b> Lack of maintenance on historical object</p> <p><b>Social:</b> No promotion about tourism which makes the uniqueness of local culture</p> <p><b>Economic</b></p>
Nurhidayati, 2015	Descriptive qualitative by interview and observation	<p><b>Driving factor</b> Geographical condition, local tradition</p> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• Lack of knowledge in tourism development</li> <li>• Lack of coordination among stakeholders</li> <li>• Lack of community participation</li> </ul>	<p>The tourism sector has yet to have a beneficial impact on community development.</p> <p><b>Political</b> The local community has no power over the outside</p>

Table 4 and Table 5 shows that the CBT goals can only be achieved with the local community's ownership of tourism management. Lack of ownership of tourist attractions impacts economic benefits on tourism management and threatens the sustainability of local traditions. The absence of village institutions, such as Pokdarwis or BUMdes, causes problems regarding tourist management, including a lack of promotions, no power to engage with other stakeholders over the outside village, and low maintenance of historical objects.

**SWOT Analysis**

The SWOT Analysis gives a structure to analyze strengths and weaknesses as internal factors and opportunities and threats as external factors. It assists with concentrating on limiting weaknesses and taking the best conceivable favorable position of opportunities available. The following table is the SWOT matrix which underlying the successful selection of strategies in Torongrejo Village.

Table 6. SWOT Matrix

		Strengths	Weaknesses
		<b>Internal</b>	<ol style="list-style-type: none"> <li>1. The potential of natural tourism such as the landscape of Mount Arjuna which can be attractions</li> <li>2. Historical objects as the potential attraction of the village</li> <li>3. Local people still preserving the culture for generations</li> <li>4. Water ride tours which take advantage from the Brantas River flow as rafting track</li> <li>5. Typical processed product of the village has been managed by local people and/or community</li> <li>6. The land village that occurs to be devoted to tourism development</li> </ol>
<b>External</b>			
Opportunities		SO- Strategies	WO- Strategies
<ol style="list-style-type: none"> <li>1. Batu City Government in RTRW policy has made Torongrejo Village one of the five villages that will be developed into tourism village</li> <li>2. The investment that was done by Batu City Government by funding a protective building for the Ganesha Statue</li> <li>3. Batu Department of Tourism plans to develop the potential tourism by attracting tourist from other villages</li> <li>4. Karang Taruna in Batu City have been promoting typical processed product of the village through a platform</li> </ol>		<ol style="list-style-type: none"> <li>1. Developing the tour packages that integrate tourism objects which cooperate with Batu Department of Tourism (SO-1)</li> <li>2. Selling the processed agricultural products in each attraction objects in both inside and outside the Torongrejo Village as the form of promotion through cooperation with Batu Department of Tourism and Karang Taruna (SO-2)</li> <li>3. Preserving the historical objects by using the funds from Batu City Government (SO-3)</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishing the special tourism management agency along with an accompaniment from Batu Department of Tourism (WO-1)</li> <li>2. Providing community education that related to the importance of protecting cultural heritage which cooperate with Batu Department of Tourism (WO-2)</li> <li>3. Improving the accessibility to the attraction objects in Torongrejo Village by implementing the road construction plan with <i>Dana Alokasi Daerah</i> or Regional Allocation Fund (WO-3)</li> </ol>
Threats		ST- Strategies	WT Strategies
<ol style="list-style-type: none"> <li>1. Temas Village in northwest Torongrejo has developed into a tourism village based on organic agriculture</li> <li>2. The ownership of land village on the slopes of Mount Wukir is still owned by the private sector</li> </ol>		Providing the tourism event which cooperate with Temas Tourism Village.	Setting an agreement in managing the land slopes of Mount Wakir between the community, Torongrejo Village Government and Puyer 88 Company in order to develop the Mount Wakir tourist route.

### Determine the Planning Concept with Matrix Ranking

Matrix ranking is one of PRA tools that used to determine the planning concept in Torongrejo Village. In order to choose the valuable strategies that suitable with the community preference from the results of SWOT analysis the matrix ranking is needed. Those priority strategies are formed based on the result of ranking each CBT dimensions through focus group discussion (FGD). The FGD was conducted to ensure that the local community involved in decision making process. The following table shows the result of matrix ranking:

**Table 7. Matrix Ranking**

Strategy	Dimension					Sums of Scoring
	Economic	Environmental	Social	Cultural	Political	
SO-1	*****	***	*****	*****	*****	23
SO-2	*****	**	*****	***	***	18
SO-3	*	**	*	*****	*****	14
WO-1	****	**	****	****	*****	19
WO-2	*	***	*	*****	*****	15
WO-3	***	*	***	*	****	12
ST	***	**	***	*****	****	16
WT	***	***	***	*	***	13

The result of matrix ranking has shown that there are 3 (three) priority strategies considering community preference and the availability of local resources. Moreover, those 3 strategies then can be implemented into several programs. The programs itself can be explained as follows:

1. Developing the tour packages that integrate tourism objects which cooperate with Batu Department of Tourism

Based on the result of identification of tourism village component found that tourism attraction in Torongrejo Village consists of rafting, Ganesha statue, educational tourism organic agricultural-based, Wakir Mountain, festival and small to medium-sized enterprises (SME) product centers. The implementation of this strategy can be shown by the following list: (1) socialization of rural tourism product development by Batu Department of Tourism, (2) providing sanitation facilities such as public toilets, (3) improving the road toward the attraction objects, (4) providing the visitor center such as pavilion which funded by non-governmental organizations (NGO), (5) providing an art gallery that owned by BUMDes, (6) developing the hiking path to the Mount Wukir peak, (7) providing SME Centers located in the village market that selling the typical processed products of Torongrejo Village and (8) training on making SME processed products through the family welfare program (*ibu-ibu PKK*). As for the tourism package consists of 2 (two) packages; half day package tour and one day tour package. Which differentiates this package is the price and route of the tour package.

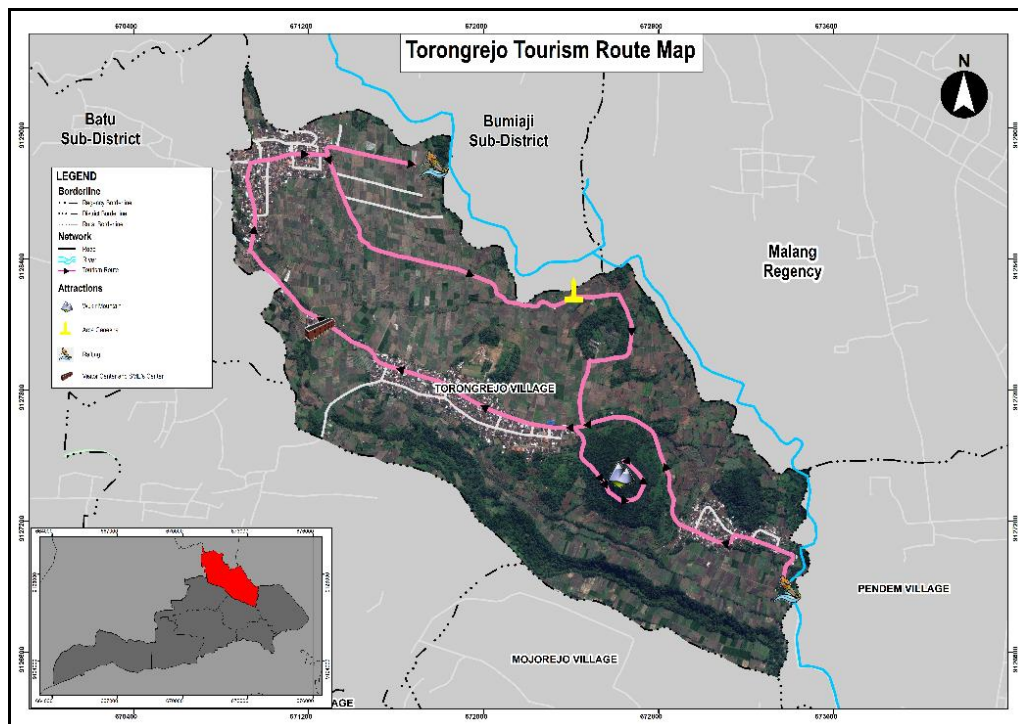
2. Establishing the special tourism management agency along with an accompaniment from Batu Department of Tourism

The background of this strategy is creating a development atmosphere so that the community can be a pioneer on their own tourism management. The special tourism agency integrates along with BUMDes and other village agencies. Implemented programs can be explained as: (1) restoring BUMDes function as the main agency of tourism management in Torongrejo Village, (2) implementing a forum among the village agencies or village institutions in order to integrate their respective roles in managing the Torongrejo Village’s tourism activities, (3) providing forum between the agency/institution and the community with the aim of attracting the community to be directly involved in Torongrejo Village’s tourism development and (4) promoting tourism activities by the cooperation between BUMDes and Batu Department of Tourism.

3. Selling the processed agricultural products in each attraction objects in both inside and outside the Torongrejo Village as the form of promotion through cooperation with Batu Department of Tourism and Karang Taruna

The aim of this strategy is to improve the community’s knowledges and skills in making agricultural products. Tubers are the most potential plants that can be developed as *kolak*, sweet potato chips, cake, and bread products, sweetened potato. Programs that can be manifested as in: (1) selling the processed agricultural products with the distinctive

packaging of Torongrejo Village and can be displayed in a display case in cooperation with Karang Taruna and Batu Department of Tourism, (2) giving the processed agricultural product as a gift in the activity of making bread from tubers in a tour package, (3) providing specific shops/stalls for processed agricultural products at SME centers and (4) promoting the sale of agricultural products through Torongrejo Village website.



**Figure 3. Torongrejo Tourism Route Map**

## CONCLUSION

This research uses CBT's Concept with a Participatory Rural Appraisal approach to involve community participation from the early planning stages. The local community is given the authority to identify characteristics and potentials and determine alternative planning options through focus group discussions (FGD) in Torongrejo Village. Based on the evaluation of CBT criteria, Cultural and Environmental dimensions are the strength points in developing local tourism. The local traditional culture, like festivals or ritual sedekah air, can be attractive destinations if packed into tourism packages. Politic, economic, and social dimensions became the weak factors caused by the lack of community participation in local tourism. An individual or private company manages the tourist attraction without the involvement of local institutions such as Bumdes or Pokdarwis.

The potential and problem data were used for SWOT analysis to identify the strategies based on community participation. Based on SWOT analysis, several concepts can be chosen for developing tourism. Then, the priorities of strategies were chosen by matrix ranking. The result of matrix ranking has shown that there are 3 (three) priority strategies: (1) Developing tour packages that integrate tourism objects which cooperate with the Batu Department of Tourism, (2) Establishing the special tourism management agency along with accompaniment from the Batu Department of Tourism, (3) Selling the

processed agricultural products in each attraction objects in both inside and outside the Torongrejo Village as the form of promotion through cooperation with Batu Department of Tourism and Karang Taruna.

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