

Community Empowerment Based on Good Tourism Governance in the Development of Tourism Destination

(Case Study of *Kawah Ijen* Tourism Buffer Zone *Kampung Kopi* Gombengsari Village, Kalipuro District,
Banyuwangi Regency)

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Abstract

One form of the current trend in community empowerment is empowerment through tourism. Banyuwangi endeavor to develop the leading tourism attraction and tourism buffer. One of the buffer tourism developed in Ijen Crater Zone is *Kampung Kopi* (Coffee Village) Gombengsari Kalipuro District, Banyuwangi. This research used qualitative method with the type of research used a descriptive case study. In data collection, researchers used observation, interview, documentation and triangulation techniques. The analysis of case study data was carried out from reading transcripts/field notes, finding common findings and taking special findings, theoretical dialogue, triangulation of data and concluding the results of the study. The results of this study indicated that the empowerment program was conducted to change and increase community awareness, knowledge and skills in order to achieve local independence while utilizing existing local potential. The implementation of tourism management in *Kampung Kopi* Gombengsari is based on several principles described as follows: a) Engagement of all Stakeholders; the actors involved are classified into five actors (Government, private, community, academia, and media) or called as the Pentahelix Model, b) Continuous resource utilization and avoid the irreversible use of non-renewable resources, c) Advocating the value of local culture through the festival. Internal supporting factor for *Kampung Kopi* Gombengsari is various tourism potential. The external supporting factor is local government, NGOs, and other tourism actors' support. The internal inhibiting factor is the level of education and the emergence of tourism business competition. External Inhibitors involved road infrastructure which requires improvement, bureaucratic structure and tendencies.

Keywords: Community Empowerment, Good Tourism Governance, Tourism Destination Development.

INTRODUCTION

In 21st century Indonesia, the development approach has shifted towards the concept of sustainable development and human-centered development that is oriented towards the whole human development. Korten explained to ran the development approach (sustainable development and community-centered development), it needs the supports from four aspects, i.e. capacity, equity, empowerment, and sustainable [1]. Etymologically, empowerment derives from the word *power* which meant strength or ability. Based on this understanding, empowerment can be interpreted as a process toward empowerment, or process to obtain power/strength/ability, and/or process of gave power/strength/ability from the party that had power to the party which is lacking of power or powerless [2].

One form of community empowerment is community empowerment through tourism. Community empowerment (local community) through tourism business activities is one of the development models which obtained attention and become an important agenda in the process of tourism development [3]. The construction of community empowerment as described above has been adopted into an economic, social and cultural development strategy implemented in the design of a community-centered tourism development.

Since 1997, tourism sector in Indonesia has become an alternative sector that grew during the crisis and was able to encourage regional development [4]. Tourism as a strategic sector and a medium that integrates programs and activities between sectors of development. Therefore tourism is very suitable to be established as a leading development that will be able to support the nation's economy. One of the areas in Indonesia who tried to develop the tourism sector is Banyuwangi Regency. Based on Banyuwangi Regional Regulation No. 13/2012 on Master Plan for Tourism Development of

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Banyuwangi Regency, tourism development is divided into three categories which are: natural, cultural and artificial tourism attraction [5]. The development of the tourism sector divided into three Tourism Development Areas (TDA) and in every TDA there is one mainstay attractions namely: TDA I with the mainstay attraction is Ijen Crater, TDA II with mainstay attraction is Plengkung Beach, and TDA III with mainstay attraction is Sukamade Beach. Tourism Development Area (TDA) is intended to facilitate the determination of character/*image* that will be highlighted and priority development of each function of the tour [6].

Tourism is a dynamic sector and highly responsive to new trends and developments [7]. The need of tourism business in accordance with market demand and product diversification that are offered in order to occur the equity of tourism effects for the local community [7]. Therefore, for developing the superior tour of *Segitiga Berlian* in Banyuwangi Regency with the economically viable concept, socially acceptable and environmentally sustainable, develop a buffer tourism destination around the leading tourist destinations was needed.

One of the potential areas developed as a tourism destination buffer in TDA I Ijen Crater is Gombengsari Village. Gombengsari Village known as *Kampung Kopi* (Coffee Village). Gombengsari is a village located in the administrative area of Kalipuro District, Banyuwangi Regency with an area of 1082.8 Ha. Gombengsari Village is divided into five Sub-village, i.e. Gombeng/Krajan, Kacangan, Lerek, Suko, and Kaliklatak. Gombengsari Village has various potentials capable to be developed which are a major component in the development as a tourist destination. These include tourist object and attraction, accessibility, amenity, supporting facilities, and institution [6].

Gombengsari Coffee Village is ecotourism area, instead of a mass tourism. Gombengsari has fulfilled three pillars of ecotourism (referring to the agreement of TIES (The International Ecotourism Society) in 1990 which was refined in 2015): nature conservation, community empowerment, and education. However, for developing Gombengsari into a tourism destination, there are several problems for example: lack of activities and tourism events, the problem of tourism institutions, lack of supporting facilities and infrastructure (means of production to develop creative economy), land ownership, damaged road infrastructure at

several destination points, tourism marketing is not optimal, and lacking of public knowledge on the importance of tourism activities. On the other hand, these issues were also related to the culture of Gombengsari community, which is influential in the development as a tourism destination.

In the context of *Kampung Kopi* Gombengsari, it requires society empowerment through tourism. Community empowerment through tourism can be interpreted as an effort which will be conducted consciously, planned, and sustainable to increase society power which has been ignored before, in order to realize good tourism governance. In general, it can be said that the society is still in a state of vulnerability during the process of tourism development. It is caused by the absence or lack of access to the existing tourism resources.

Therefore, to ensure that the tourism development managed well, sustainable, and in accordance with the principles of Good Tourism Governance, it requires a method to empower and facilitate the involvement of local communities in the development process. It also ensure to maximize the value of social and economic benefits from tourism activities. In other words, the society could benefit from the multiplier effect of tourism. The objectives and focus of this research are firstly to describes the local community empowerment in the development of *Kampung Kopi* Gombengsari Village from the perspective of attraction and tourism activities development program, amenity development program, transport/accessibility system development program, tourism marketing and promotion system development program and human resource and institutional development program. Secondly, the research aims to describe the realization of Good Tourism Governance through Community empowerment following principle of engagement of all stakeholders, sustainable resource use and Advocacy of local cultural values. Thirdly the research describes the supporting and inhibiting factors of community empowerment through the analysis of internal and external of supporting and inhibiting factors.

MATERIALS AND METHODS

Study Area and Data Collection

This research takes place in Banyuwangi Regency. The site chosen for this study is *Kampung Kopi* Gombengsari Village, in Kalipuro District. This study used a single case design on

the development of buffer tourism destinations in the Kawah Ijen Zone. Based on the data source, the data collection could utilize primary sources and secondary sources. This research used data collection techniques: observation, interview, documentation, and triangulation. Research instrument: self-researcher, interview guide, documentation tool, and field note.

Data Analysis

Analysis of case study data conducted from reading transcripts/field notes, searching for general findings and taking special findings, theoretical dialogue, and triangulation of data. Last, we conclude the results of the study [8].

RESULTS And DISCUSSION

Community Empowerment in Development of Kampung Kopi Gombengsari Village as Tourism Destination

The construction of community empowerment was adopted as a socio-economic and cultural development strategy. It is implemented in a community-centered tourism development framework that aims not only to foster and develop economic added value but also social and cultural value. The following are some community empowerment programs in developing tourism destinations *Kampung Kopi Gombengsari Village*, which was studied theoretically.

Program Development of Attraction and Tourism Activities

Kampung Kopi Gombengsari Village has various potentials that can be developed. The main potential is coffee farming and Etawa goat animal husbandry as a support and product differentiation form of tourism. Thus the tourism products offered by *Kampung Kopi Gombengsari* is based on existing local potential. The development of all potentials into attractions and tourism activities is intended to obtain multiplier effect of tourism for the Gombengsari community.

In accordance with Zanuri which mentioned previously in the introduction, tourism is a complex system in the form a system and subsystem [4]. In that sub-system, there is a form of tourist demand (motivation, preference, and expectation) and form of supply (attraction, amenity, and accessibility). Tour offers tourism products in the form of goods and services to meet the needs and desires of tourists. One form of tourism product offerings in the form of attractions and tourism activities. The tourism

attraction is a show or a unique attraction. It would suit tourist preference and capable to satisfy their desire. In *Kampung Kopi Gombengsari*, attractions and tourism activities are based on local potential which goes by the theme of coffee education (gardening, coffee harvesting, coffee roasting) and Etawa goat education (feeding Etawa goat, feeding milk to Etawa goatlings with pacifiers, milking Etawa goat). These uniqueness can be used to attract tourist visit to Gombengsari Coffee Village.

In the sub product system of tourism, there are various components that are very important to be considered in the tourism destinations development such as tourism attractions [9]. Tourism attractions are often classified based on the type and theme either in the form of nature tourism, cultural tourism, artificial tours/special interests. Furthermore, some experts argued that the attractiveness of a destination is the most important factor in order to invite tourists [10]. The following are the main requirements, in order for a tourism destination to attract tourists, a destination ought to possess:

1. something to see as special attraction
2. something to do to be conducted by tourists
3. something to buy to be bought by visiting tourists

The development of tourism attraction in Gombengsari based on the potential of nature tourism and artificial attraction. It relying in the form of tour packages of farms and plantations, cultural values of coffee picking tradition; all packed in an event/festival [11]. They described that tourism attraction become the important factor for influencing tourist to come to the destination. These attractions are grouped into five main groups namely culture, nature, events, recreation and entertainment.

Amenity Development Program

Various tourism businesses emerged in *Kampung Kopi Gombengsari*. This tourism business emerges with community-based concepts such as homestay in Gombengsari Nirvana Coffee, Anita Coffee Corner, Kopi Lego/ Omah K'Ettawa, souvenir provision, tourist information center, and creative economy. Home or community-based tourism business are direct tourism actors. They possess role to produce goods/services to meet tourists needs and expectations.

Amenity/accommodation in this sense is the various types of facilities and accessories that can be used by tourists to rest, relax, stay and

possess all the necessities when visiting a destination [9]. The various tourism facilities that need to be developed in Amenity aspect consists of accommodation, restaurant, tourist information center, souvenir center/shop, means of communication, availability of clean water and electricity. The amenity includes a range of facilities to meet accommodation needs (lodging), food and beverage provision, entertainment venues, shopping venues and other services [12].

With the development of Gombengsari as a tourism destination successfully spur the growth of a creative economy. The creative economy is essentially an economic activity that prioritizes the creativity of thinking to create something new and different that has value and is commercial [13]. There are four types of creativity that can shape the creative economy that is as follows:

1. Scientific creativity
2. Economic creativity
3. Culture such as art, movie, and other types of artworks.
4. Technological creativity

Transport/Accessibility Development Program

Local governments are deeply committed in improving tourism services; in particular to open accessibility. Starting from the increased capacity of the airport to provide tourist transportation by empowering the rent car community in Banyuwangi. Gombengsari coffee village is trying to maintain and preserve nature by launching cycling activities for tourists. This cycling invites tourists to tour *Kampung Kopi* by bicycle. This is because Gombengsari is basically ecotourism destination with various local potential. The use of a bicycle is to roam Gombengsari Coffee Village, as an effort to adjust to ecosystem ecotourism destination.

The means of transportation is very important in the management of tourism, which is not only for visitor satisfaction but also for the sustainability of ecotourism management [14]. Therefore infrastructure development needs a careful planning and management. It is not only for the benefit of management or visitors but also to accommodate the needs and livelihoods of local people and to adapt or to be within the ecosystem of ecotourism destinations.

Tourism Marketing and Promotion System Development Program

There are various efforts made by the Government of Banyuwangi Regency to attract

tourists to come to Banyuwangi. It is including Online Tourism Marketing such as social media, web of *Banyuwangi Tourism*, and *Banyuwangi in Your Hand*, Familiarization Trip (Famtrip), Banyuwangi Festival, Tour Packages, print media, and Banyuwangi Mall. For the scope in Gombengsari, they conducted Online Tourism Marketing, Famtrip and held several festivals.

In tourism marketing, technology inclusion is called Online Tourism Marketing (OTM). OTM is an effort to sell tourism products/services and build relationships with travelers using the internet. OTM able to overcome the geographic boundaries of the country and is able to increase access to global supply chains [15]. OTM is trying to offer various tourism potentials with a wide range. Therefore it is capable of attracting tourists, both local and foreign tourists. The role of social media in tourism marketing is great because social media focuses on inviting new travelers, influences purchasing decisions, attracting existing customers, and useful in responding to feedback and criticism [15].

In addition to marketing tourism products through online tourism marketing, *Kampung Kopi* Gombengsari also includes products of coffee plantations to Banyuwangi Mall. Banyuwangi Mall is a website owned by the Office of Cooperatives and Micro Enterprises of Banyuwangi Regency to display and promote the products of SMEs (Small and Medium Enterprises) in Banyuwangi. The basis of its regulation is the Regent Regulation No. 49 of 2011 on Clinical Services of Cooperatives and SMEs [16]. Therefore, an idea of mentoring SMEs about marketing was emerged. Online SMEs marketing in Banyuwangi is very appropriate, considering that the development of information technology possesses impact on changes in community behavior, especially consumers as well as producers [17]. The increasing online retailing in the world is an evident that more and more consumers are accustomed to using the internet in their daily activities, where one of their activities is online commerce (E-Commerce). In E-Commerce, consumers interact with each other to exchange goods by utilizing the internet. Communication is done by an individual selling products/services directly to other individuals. With the existence of E-Commerce, Banyuwangi Mall is expected to be a support for *Kampung Kopi* Gombengsari SMEs business particularly and Banyuwangi in general.

Human Resource and Institution Development Program

The success of a tourism activity is determined by the quality of social interaction that occurs between the tourists with the organization on the tourism area that handles it. The existence of an organization that engaged in the field of tourism can be implemented at the community level, private/industrial or business, and government level. The organization facilitate the management and accelerate the achievement of tourism development goals. The human resources development in tourism is the development of the potential human beings to realize its role as an adaptive and transformative social creature which capable of managing itself. It also included the nature potential towards the achievement of the life welfare in a balanced and sustainable order in the field of tourism [3]. Based on the statement above, there are several efforts made to develop human resources in Banyuwangi tourism which is described as follows.

- a. Competence; an effort to improve competency through a village-based foreign language course.
- b. Training for BUMDes (village owned business enterprise); management training, homestay management training and internet marketing training.
- c. Certification; the guide certification process, the process of guarantee on halal products.

The existing tourism institute in Gombengsari is Tourism Awareness Group UPAKARTI GNC (*Unggulan Pemuda Kreatif* Gombengsari Nirvana Coffee). In addition, there are *Pokdarwis* (Regional Tourism Awareness Institution) in village level. There's also *Pokmas* (Community Group) in each neighborhood. For example, Suko Sub-village has Community Group named Forest Village Community Institution (LMDH) Rimba Sejahtera in cooperation with Perum PERHUTANI (State Forest Enterprise) KPH West Banyuwangi to manage one of the destinations in *Kampung Kopi* Gombengsari namely Pine Forest.

The institution in *Kampung Kopi* Gombengsari is in line with Sunaryo's statement [15] that tourism and tourism human resources in this sense are the whole organization or institution of tourism management including its supporting human resources, related to the tourist destination management from government, private and community elements. Due to the wide scope of tourism, the tourism development

will not be implemented alone by the developer without involving other parties. The synergy of the various institutions will guarantee the success of tourism development. To accelerate the synergy of various elements, the government as the owner of territorial authority can play a more progressive role, e.g. implementing the empowerment of tourism institutions that have grown in the community. That way, this tourism institution can play a bigger role in the tourism development in the region. Development of the institution in question is such as the formation of tourism awareness group [4].

Community empowerment program in developing tourism destination of *Kampung Kopi* Gombengsari aimed to improve two main aspects. These are a physical and social improvement. This is in accordance with previous study which suggested the objectives of empowerment include the following various improvement measures [18]:

- a. Institution Improvement (*better institution*)
- b. Business improvement (*better business*)
- c. Income improvement (*better income*)
- d. Environment improvement (*better environment*)
- e. Living condition improvement (*better living*)
- f. Community improvement (*better community*)

Achieving community independence cannot be done instantly, it require a process. The stages of community empowerment [2] in *Kampung Kopi* Gombengsari in developing their tourism destinations is described as follows:

- a. The stage of awareness and the formation of behaviors toward conscious and caring behavior to encourage the need for increased self-capacity; the community was educated on the importance of explore local potential and making it a high value. Initially, people only sell coffee beans which are relatively cheap. Then people began to think strategies to increase the selling value through coffee roasting and educational tour packages.
- b. The stage of transformation capability in the form of knowledge insight, skills to provide insight and basic skills, thus locals are capable of taking a role in tourism development. At this stage, Gombengsari community began to be given various counseling and training related to tourism development by improving various local potency. For example training of tourism destination development, tour guide

training, counseling on coffee cultivation and Etawa goat animal husbandry.

- c. The stage of intellectual ability and skills improvement to create innovation, initiative, and ability to lead independently. In this stage, the public has started to understand producing tour packages, how to read the opportunities for tourism potential such as the emergence of cafe serving local coffee, home industry related to the provision of souvenirs, and processing various local products such as coffee and Etawa milk.

Based on the above explanation, it exhibited that the empowerment of the community in the tourism development destinations Gombengsari coffee village is an *aras mezzo* empowerment strategy. The empowerment program is done to change and increase awareness, knowledge, and skills of the community in order to achieve local independence while still utilizing local potential. The main potency of Gombengsari is coffee, Etawa goat, and natural potencies. With that potential, communities are empowered through tourism with a view to economic advantage, preserving local cultural and traditional identity, preserving the natural conservation and improving social welfare that can ultimately bring local self-sufficiency.

Realizing Good Tourism Governance through Community Empowerment in *Kampung Kopi* Gombengsari

The development of tourism destinations will certainly bring the possibility of positive and negative impacts. The impacts depend on the management and governance of tourism played by all stakeholders from the government, industry, and community in the destination area. The achievement of tourism development objectives and missions will be accomplished only if the process was done through the principles of good tourism governance. The following are the implementation of tourism governance in *Kampung Kopi* Gombengsari based on several principles.

Engagement of All Stakeholders

The development of Gombengsari village as a tourism destination involved many actors with their respective roles. In the government sector, there are several units involved, e.g. Department of Culture and Tourism, Department of Cooperatives and Micro Enterprises, Agriculture Service, *Perhutani* (State Forest Enterprise). In the private sector/NGOs, there are involvement

of BPW (Travel Agency) and Hidora (*Hiduplah Indonesia Raya*), this community is concerned to assist the young generation of Banyuwangi to love with the potential of their region. Society has existing community groups (*Pokmas*) and tourism awareness group (*Pokdarwis*) UPAKARTI GNC. There is also the involvement of universities/academics to provide assistance and community service, and there are social media teams and journalists who help to online tourism marketing.

Based on the results, the actors in tourism development in *Kampung Kopi* Gombengsari are not only three pillars (government, private, and community) but they can be classified into five actors (government, private, community, academic, and media). This in line with Kardono statement (the Special Staff of the Minister of Tourism, Republic of Indonesia in the field of media and communications) that in tourism development actors are reflected in Pentahelix Model [19] as shown in Figure 1.

The context of improving the ecosystem of tourism destination governance can encourage the role of the tourism sector to become drivers/co-drivers by deploying Academician, Businessmen, Community, Government, and Media (ABCGM) into the Pentahelix scheme. It is implemented by building complementary environments and links to realize quality of activities, capacity and services of tourism that provide benefits to the environment and society. Academics act as conceptor (standardization, certification), Businessmen as enabler, Community as the accelerator (accelerate the digital lifestyle), Government as regulator (tourism infrastructure, an incentive for investors, free visa), and Media as the catalyst (brand awareness, brand image). This is in line with Calzada's statement [20] that Penta Helix is a socio-economic development model that encourages economic knowledge to pursue innovation and entrepreneurship through collaboration and profitable partnerships between academia, government, industry, NGOs, and civil society sector and social entrepreneurs. The Penta Helix model is rooted in Triple Helix Etzkowitz and Leyesdorff [20] as exhibited in the following Figure 2.

Sustainable Resource Usage

The results showed that to encourage sustainable resource usage and to avoid the irreversible resource usage is by back to nature and maintain local wisdom such as Utilization of

goat dung as biogas and fertilizers, and utilize livestock to transport the plantation products. This was conducted to avoid excessive use of fuel and reduce air pollution from motor vehicle fumes.

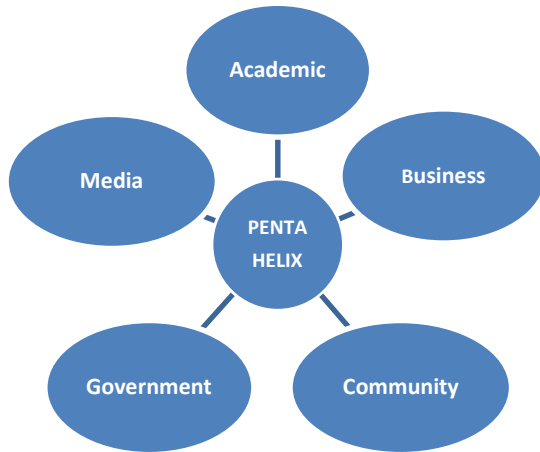


Figure 1. PentaHelix Model in Tourism Sector.
Source: Kardono [19]

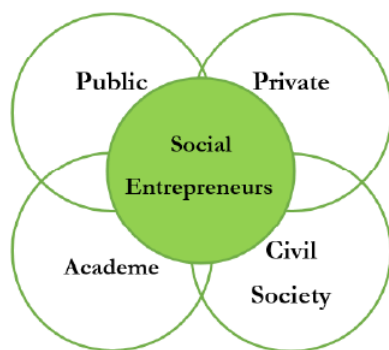


Figure 2. Pentahelix Model. Source: Halibas et al [20].

To maintain environmental sustainability and to avoid significant environmental changes from the negative impacts of tourism activities, it is necessary to change the mindset focus on the growth orientation to the tourism development that promotes sustainability, preservation, and environmental awareness [9]. The sustainable tourism development is illustrated in the following Figure 3.

The tourism development need to consider the occurrence of conformity between tourism development activities with the scale, condition, and character of regional development [4]. The existing tourism resources can still support the needs of tourists, therefore, tourism can take place in a sustainable manner. Therefore, the development should ensure that tourism development does not damage the environment.

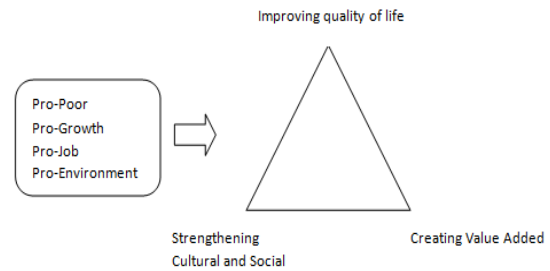


Figure 3. Sustainable Tourism Development
Source: Ratman [21]

Advocacy of Local Culture Values

Various ways were conducted to promote and advocate the local culture of Gombengsari community; starting from packing local culture in a festival. An annual tradition such as *Suro Pesucian* in Banyu Caruk and Buyut Kacur gravesite is full of mysticism and sanctity as historical and religious tour. These efforts imply that the Gombengsari people possess strong ancestral traditions which are open to tourists, with tourists have to adjust to Gombengsari tradition. Tourists must comply with the rules and norms that are used by local community *adat* (traditional) institutions.

This is explained that the tourism development should pay attention to advocacy and activities that strengthen the character and cultural identity of local communities as well [9]. Activities that exhibit the character and cultural identity of the local community will realize a good quality tourism experience and can provide satisfaction for tourists.

The community empowerment approach in tourism development is done because local people are the ones who know best about their local socio-cultural conditions. Every development activity must consider the socio-cultural values that are developed in the planning area [4]. Therefore, every step of the planning decision should reflect the spirit and inspiration of the local people who are actively involved in it. In connection with the tourism development in *Kampung Kopi* Gombengsari, efforts to empower local communities was done in order to advance the local community's living condition to obtain multiplier effect of tourism while preserving its local cultural identity and traditions.

Supporting and Inhibiting Factors of Community Empowerment Based on Good Tourism Governance

Supporting Factor

Internal Supports: Gombengsari Village has a wide range of potentials (Gombengsari has a

variety of tourism potentials classified as ecotourism). It indicates that *Kampung Kopi* Gombengsari has the social, cultural, physical, economic and local resources which capable to support development as a tourism destination. The main capital in the tourism development destinations as proposed by experts explained that the development framework of tourism destinations should at least include the following main components [9,22]: attractions, accessibility, amenities, supporting facilities (ancillary service), and institutions.

External Supports: It consist of existing support capacity which emerged from various tourism stakeholders that synergize in developing *Kampung Kopi* Gombengsari into a tourism destination. There are several determinants that can support the success of tourism destinations development; one of which is the political support [9]. In this case, it is the policy of the local government and the commitment of the Regent to make Banyuwangi as a tourism destination. Actors and stakeholders are actively and productively involved several parties such as NGOs, volunteer groups, and other influential and interested parties who get benefit from tourism activities.

Inhibiting Factor

Internal Inhibitors: The level of community education influences the development of the tourism destination because it leads to different thinking process/perception. Some groups refuse tourism development using local traditions and religious norms. In addition, there are still different opinion from *Pokdarwis* UPAKARTI GNC related to branding development. Therefore, current condition is still ego sectoral in every *Pokmas* (community group). The other inhibiting factor are some people still using traditional/manual production tools which cannot meet the production capacity required by market demand.

To overcome the various problems that become obstacles in the development of *Kampung Kopi* Gombengsari, we need government's role. The implementation of tourism development can be carried out properly and effectively to realize sustainable tourism. Thus, the human resources require competences in the tourism field [4]; which the preparation of human resources is the task of the state/local government. On the other hand, a regulation is required to minimize unhealthy business competition between excessive tourism businesses. The regulation is necessary to ensure

good competition and the creation of an integrated tourism business entity.

External Inhibitors: The provision and improvement of road infrastructure is needed since there are still some damaged road points to the destination. The obstacles also found in bureaucratic structures and tendencies, e.g. in proposals for tourism events, and arranging homemade industry licensing for Gombengsari's superior products (such as coffee and dairy of Etawa goat). Related to the provision of infrastructure at some point to the destination in *Kampung Kopi* Gombengsari, is the role and responsibility of the government. It need to consider the ability of the government to provide tourism infrastructure such as road/access to destinations [4].

The trends of the implementers are exhibited from how far their support and commitment, behavior/habits, character, and culture in running the policy or the program. These trends can have consequences in the implementation of policies/programs. The disposition points to the characteristics are closely attached to the policy/program implementer [23].

Important characters that should be owned by the implementer is honesty, commitment and democratic. Winarno [24] added that trends may hinder implementation if the executors completely disagree with the substance of a policy. In the context of *Kampung Kopi* Gombengsari, this occurs on proposing submission activities or tourism events, because there are differences of opinion related to the implementation of the event.

The bureaucratic structure usually refers to systems and mechanisms or procedures. The system deals with what is used to reduce bureaucratic pathology. In this case, the system is needed to reduce the convoluted and long process. While the mechanism or procedure is clear, it needed to have a reference in the act.

This aspect of a bureaucratic structure includes two important aspects: the mechanism and structure of the implementer organization itself [23]. Implementation mechanisms are usually established through Standard Operating Procedures (SOPs) which are used as a reference for the implementers. The organization structure of the implementer should concern to avoid the convoluted, long and complex bureaucracy. Related to this study, the management of homemade industry licensing for coffee and Etawa dairy products is considered to last for approximately 6 days - 3 months. In the end, the

community tries to open their own marketing network without using Banyuwangi Mall.

CONCLUSION

The empowerment of the community in the tourism development destinations of Gombengsari coffee village is an *aras mezzo* empowerment strategy. The empowerment program is done to change and increase awareness, knowledge, and skills of the community in order to achieve local independence while still utilizing local potential. The main potency of Gombengsari coffee village is coffee, Etawa goat, and natural potency. With that potential, communities are empowered through tourism with a view to economic advantage, preserving local cultural and traditional identity, preserving the natural conservation and improving social welfare that can ultimately realize local self-sufficiency.

Implementation of tourism governance in *Kampung Kopi* Gombengsari has been running well based on several predetermined principles. However, it is important to note the continuity in the application of these principles.

Factors that support and inhibit the Community Empowerment-based on Good Tourism Governance in *Kampung Kopi* Gombengsari:

- a. Supporting Factors: Internal Supporters, Gombengsari Coffee Village has various tourism potentials. External support: existing support capacity both from local government, NGO and other tourism actors.
- b. Inhibiting factors: Internal Inhibitors, education level and the emergence of tourism business competition. External Inhibitors, road infrastructure still needs improvement, bureaucratic structures, and tendencies.

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