

Barriers to Local Community Involvement in Community-Based Tourism Development: Evidence from Area Model of Conservation and Education (AMCE) Oro-Oro Ombo Village Batu City Indonesia

Fathur Rahman^{1,2}, Pande Made Kutaneegara^{1*}, Zaenal Bachruddin¹, Dewi Haryani Susilastuti¹

¹Graduate School of Leadership and Policy Innovation Universitas Gadjah Mada Yogyakarta Indonesia

²Department of Politics Government and International Relations Universitas Brawijaya Malang Indonesia

Abstract

Local community involvement plays a critical role in the success of tourism development, particularly in community-based tourism (CBT). This study investigates the internal barriers to local community involvement in the Area Model Conservation and Education (AMCE), a CBT destination in Oro-Oro Ombo Village, Batu City, Indonesia. Using purposive and snowball sampling techniques, data were collected from informants, including tourism destination managers, village government employees, Village Consultative Body (VCB) members, and local community leaders. Data collection methods comprised in-depth interviews, participant observation, and documentation, which were subsequently analyzed through content analysis. The findings reveal five categories of tourism development in AMCE, including economic, social, environmental, geographical, and institutional. The dominant inhibitors come from the institutional category, such as top-down leadership style, less transparent governance, internal conflicts between managers, and elite capture in AMCE. These barriers hinder effective community participation and sustainable tourism development in the region. The study emphasizes the need for enhanced organizational governance, better financial resource allocation, and improved coordination and collaboration with government agencies, universities, and other stakeholders. Additionally, capacity-building initiatives, including education and training programs for tourism destination managers, are essential to overcoming these barriers. The results provide critical insights for policymakers and practitioners to foster inclusive and sustainable tourism development in CBT destinations.

Keywords: Community-based tourism; institutional barriers; local community involvement; Oro-Oro Ombo Village; sustainable tourism.

INTRODUCTION

Local community involvement is key to tourism development. Local community involvement in tourism can stimulate local development (Bello et al., 2018; Kunjuraman & Hussin, 2017) as local communities have gained economic benefits through the provision of employment (Harris-Smith & Palmer, 2022; Saito et al., 2018). The involvement of local communities also promotes sustainable and responsible tourism destination development (Chiutsi & Saarinen, 2019) while empowering Indigenous communities (Gohori & van der Merwe, 2022), as well as enhancing social cohesion and cultural preservation (Okazaki, 2008). Therefore, the Community-Based Tourism (CBT) model is more widely adopted by many developing countries as a way for sustainable tourism development that ensures the achievement and distribution of tourism benefits for everyone through community empowerment and engagement in tourism (Manyara & Jones, 2007; Tolkach & King, 2015).

However, based on previous research, community involvement in tourism development still faces several problems because not all community members can earn income from tourism, although most communities in a tourism destination expect to benefit from tourism (Junaid et al., 2021). An expert (Tosun, 2000)

Correspondence address:

Pande Made Kutaneegara

Email : kutaneegara@ugm.ac.id

Address : PSKK Masri Singarimbun, Building Universitas Gadjah Mada Tevesia Roads Bulaksumur Yogyakarta

explained his general findings that there are operational, structural, and cultural barriers to tourism development. However, little has been written on the barriers to community involvement in tourism development (Moscardo, 2008).

Unsurprisingly, lack of community involvement in developing countries has been a major barrier to tourism development (Aref, 2011). According to previous research, local communities fail to play a role in maximizing the benefits of tourism development in many tourism destinations worldwide (Scheyvens, 2003). Likewise, the Area Model of Conservation and Education (AMCE) in Oro-Oro Ombo Village, Batu City, Indonesia, as a community-based tourism (CBT) destination that has concerns for conservation and education, should be able to encourage community involvement in its development. However, in the implementation of tourism development, there are obstacles (Wijayanto et al., 2020; Wirahayu et al., 2022) that lead to a cycle of stagnation (Butler, 1980). Therefore, this paper aims to identify and discuss barriers that prevent local communities from participating in community-based tourism development in AMCE Oro-Oro Ombo Village Batu City, Indonesia.

LITERATURE REVIEW

Local Community Involvement in Tourism Development

Local communities play an important role in tourism development; their involvement is vital to the success of sustainable tourism (Cole, 2006; Gursoy et al., 2002). A study by (Tosun, 2000) has discussed the characteristics of local community involvement in tourism development by identifying three forms of local community involvement in tourism development. Firstly, spontaneous involvement is when local community involvement in tourism development is voluntary and based on the community's ideas and motivations. Second, induced tourism involvement is when local communities only voice ideas for tourism development, with tourism authorities ultimately responsible for the final decision. Third, coercive engagement refers to a situation where tourism development is ostensibly to fulfill the needs of the destination community but is for the benefit of external stakeholders such as legal authorities, tourists, and tour operators.

(Timothy, 1999) has found that there are constraints in tourism development, including cultural, political, and economic conditions, as well as a lack of expertise among local tourism officials. Later, (Tosun, 2000) expanded on Timothy's research and identified three sources of constraints to local community involvement in tourism development. Firstly, limitations in operational procedures stem from the means used to communicate tourism development to communities in tourism destinations. Second, structural constraints relate to institutional factors such as local power structures, legislative bodies, and economic systems. Third, cultural limitations relate to the low level of competence of local community members in dealing with the impacts of tourism development. The barriers to local community engagement are contextual to each tourism destination, depending largely on the social and cultural context of the local community and the level of tourism development (Brunt & Courtney, 1999; Doğan, 1989). However, local community involvement in tourism has implications for strategic planning and policy development in both the public and private sectors. Therefore, identifying perceived constraints is essential if local communities are involved in tourism development (Tosun, 2002; Hampton, 2005; Cole, 2006).

Community-Based Tourism

Community-based tourism (CBT) has a strong potential to benefit and empower local communities, especially through capacity building, partnerships, and collaboration. Despite the complex and ambiguous intra-community power dynamics it creates between private, public, and community stakeholders (Stone, 2015). CBT has become a widely used approach because it promises bottom-up development and control over tourism planning and management in rural and often marginalized communities (Bello et al., 2018). CBT is a much-traveled and debated subject with elaborations including socio-economic diversification (Novelli & Gebhart, 2007; Burgos & Mertens, 2017), community member engagement and empowerment (Arismayanti et al., 2019; Lapeyre, 2010; Scheyvens, 2003), nature and cultural preservation (Boonratana, 2010), resilience for sustainable development (Ruiz-Ballesteros, 2011), community networks and partnerships (Timothy & Tosun, 2003).

There are challenges in the development of CBT due to heterogeneous societies, and it often faces sociocultural and political structures that do not easily align with democratic engagement (Tosun, 2000). Such challenges can make CBT a normative instrument (Mayaka et al., 2019). Similarly, while engagement is crucial (Okazaki, 2008), CBT does not necessarily promote true bottom-up development (Tosun, 2000). Certain groups are excluded (Church, 2008) due to complex community-level power dynamics influenced by caste systems

and/or patriarchal or matriarchal environments (Tosun, 2002) in which power inequalities often lead to conflict, social powerlessness, and jealousy (Scheyvens, 2002).

METHODS

Research context

This research was conducted at the AMCE tourism destination in Dresel Hamlet, Oro-Oro Ombo Village, Batu City. This tourism destination is located on Village Communal Land (VCL) and is managed by the Panderman Forest Farmers Group (FFG). The coordinator of AMCE is a State Civil Apparatus (SCA) from a district in East Java Province a province in East Java and is not a resident of Oro-Oro Ombo Village, while other AMCE managers are Oro-Oro Ombo Village residents who are FFG Panderman members. During its development and consolidation periods, AMCE has shown great achievements, receiving many awards as follows: the first rank at the Provincial Level of the Wanalestari Competition in 2021, organized by the Ministry of Environment and Forestry (MoEF) RI in the FFG Panderman Category Malang Raya Region, Batu City, the first rank in the Batu City Tourism Festival in 2022 organized by the Batu City Tourism Office, and the first rank in the FFG Category at the East Java Provincial Level Wana Lestari Competition in 2021.

Oro-Oro Ombo Village has a beautiful panorama at the foot of Mount Panderman, making it a special attraction for tourists (Wirahayu et al., 2022). In addition, the village is divided into three hamlets, including Krajan, Gondorejo, and Dresel. The land in Oro-Oro Ombo Village is dominated by dry land with citrus commodities, vegetable crops, Napier grass for livestock, and pine forests (Wirahayu et al., 2022). The village has also been designated as the center of the City Region Section to support tourism activities (Idajati et al., 2021). To succeed in the policy, an artificial tourism destination, Batu Night Spectacular (BNS), was built in 2007 by the owner of the Jatim Park Group, Paul Sastro (Chiquita, 2018; Obot & Setyawan, 2017). However, the effects of tourism activities in this village have changed the profession of the local community as traders and sellers of tourism industry services such as renting out homestays, while agriculture is only carried out by landowners or farmers who work on other people's land (Wirahayu, Sumarmi, Utomo, et al., 2022). In addition, along with the development of the BNS as a tourism destination, this village has undergone many changes, such as the transformation of many vacant lands into houses, villas, or homestays that are rented out to tourists (Wirahayu, Sumarmi, Utomo, et al., 2022).

Data Collection

Primary data was collected using in-depth interviews, participant observation, and documentation from AMCE. Interviews began with general questions to gauge informants' knowledge of AMCE tourism in Oro-Oro Ombo Village and the local community's involvement in AMCE. To facilitate the conversation, the interview was preceded by a general discussion to build rapport related to work and the general condition of Oro-Oro Ombo Village, a common conversation topic among the local community. The interviews were conducted in two languages commonly spoken in Batu City: Javanese, mostly spoken by the people of Oro-Oro Ombo Village, and Indonesian Language, the national language of Indonesia. This approach allowed informants to express their feelings and opinions easily. Snowball sampling was chosen to determine informants who fit the research population (Neuman, 2011). The researcher first contacted the village head, who then recommended potential informants. From this, the first informant recommended the second, and so on. There were 15 in-depth interviews with informants with different backgrounds to obtain in-depth information related to the involvement of the Oro-Oro Ombo Village community in tourism governance in AMCE and its obstacles. In addition, based on the agreement between the researcher and the informants, the identity and information about the informants of this study are kept confidential. Data was collected from February to August 2024.

Data Analysis

The collected data was then analyzed using content analysis. In in-depth interviews, content analysis helps identify the meaning of the informants' words and ideas (Finn et al., 2010; Sarantakos, 2013). The data were coded using specific words and then grouped based on their similarity and relevance to form certain concepts. The concepts were compared and contrasted with each other to find relationships between them and to identify emerging themes. The emerging themes were then recorded and counted to ascertain their frequency, which was then used as an index of consensus. The frequency of emerging themes indicates a comprehensive reflection of the various issues emerging from the data (Saufi et al., 2014).

RESULT AND DISCUSSION

Findings

In this study, local community involvement is understood as tourism activities operated by local communities that retain economic benefits locally and accumulate favorable social outcomes such as employment, education, and preservation of the natural environment related to tourism. However, implementing tourism development is complex and intersects with many parties, resulting in various obstacles. The following research presents opinions from local communities on what inhibits involvement in tourism development. Table 1 shows the five barriers to local community involvement in AMCE tourism destinations.

Table 1. Forms Of Barriers To Local Community Involvement In Tourism Development

Dimensions	Forms of Barriers
Economic	Small Wages
Social	Lack of knowledge and skills about tourism from AMCE managers
Environmental	Clean water difficulties
Geographical	Outskirts of the region or periphery of the area
Institutional	Top-down leadership style, non-transparent governance, internal management conflict, and elite capture in AMCE.

Source: Research Data, 2024

Eight themes emerged from the data. Each theme was recorded and analyzed as a form of barrier. Then, the eight themes were grouped into five dimensions or categories, i.e., 1). Economic, 2). Social, 3). Environmental, 4). Geography, and 5). Institutional. A detailed discussion of each dimension is presented below.

Economic Dimension: Small Wages

In the context of the economic dimension, AMCE is expected to provide significant income for AMCE managers and the local community. However, it is not easy to manage community-based tourism, such as AMCE, because to maintain its sustainability, the funding dimension still depends on external parties. From 2018 to 2021, AMCE continued to grow and even won regional and national competitions. Grants from ministries from Jakarta and several national and regional-owned enterprises supported it. To fulfill its fiscal capacity, AMCE also develops education-based tourism such as goat farming and etawa goat milk, porang plant development, Non-Timber Forest Products (NTFP) café, mushroom cultivation, and eco print batik. From these activities, AMCE can produce various products with economic value, as shown in Table 2. AMCE's porang product has become an innovative work and has received a very good response because it is an alternative food source. As a result, several ministries and institutions, both at the national and regional levels, have collaborated in developing porang (Nasution et al., 2022; Pratama et al., 2022).

Table 2: Products from AMCE

No	AMCE Product Name	Price (Rp)
1	Honey, 10 ml bottle	45.000
2	Honey, 620 ml bottle	250.000
3	Ginger Spice	35.000
4	Porang Rice 250 gram	87.500.
5	Empon-empon (merk panji)	12.000

Source: Research data, 2024

However, the implementation of Community-Based Tourism (CBT) development is complex. One of the internal barriers that contribute to the low involvement of the local community in tourism development in AMCE is the small daily wage. The following is an interview with an AMCE administrator who is also a farmer from FFG Panderman who decided to leave the AMCE; he said:

'We joined AMCE from the beginning, but after thinking about it, the daily wage here is too small, Rp. 90,000, working from 07.15-16.00 WIB; finally, in 2019, I just left (Informant 1).

Meanwhile, the AMCE board has advised its outgoing members that,

'If you want to earn money quickly, do not work at AMCE. Working here (AMCE) requires more devotion, the pay is not high, and you should be patient (Informant 2).

Based on data from the AMCE management, the number of FFG Panderman members who joined AMCE since its establishment in 2018 until 2021 was 32 people, but now, in October 2024, there are only five people who are willing to manage AMCE because the others have resigned. In November 2024, on 8 hectares of land, educational units in the form of studios made of bamboo buildings and conservation areas are starting to be neglected. However, the five managers continue to care for AMCE faithfully. Sometimes, there is financial

income from harvesting vegetables and fruits such as avocado, jackfruit, and mango that have been planted since 2018.

Social Dimension: The Local Community's Lack Of Knowledge And Skills About Tourism

In the last decade, after the implementation of Law No. 6/2014 on Villages, there have been significant changes in the rural landscape, both in terms of physical form and environmental, sociocultural, and political characteristics. Every village tends to compete to turn their village into a tourism destination. However, if these changes are not accompanied by readiness and the quality of human resources (HR) in the local community, it can lead to a low involvement in tourism development. One of the reasons is the local community's lack of knowledge and skills about tourism. Since the AMCE coordinator decided to leave, the other managers are confused about where to start, what to do, and how to find partners to sustain tourism destinations. Based on the explanations collected about the lack of knowledge and skills, the educational background and experience of the AMCE administrators are as follows,

'The caretakers here are mostly elementary school graduates; there are also junior high school graduates, many of them from Dresel who work as farm laborers, vegetable pickers, school snack vendors' (Informant 3).

Nevertheless, the remaining 5 five AMCE managers have struggled to manage AMCE until now. FFG Panderman, as the driving force of AMCE, still collaborates with two state and private universities from Malang because the lecturers come from Krajan Hamlet, Oro-Oro Ombo Village. The AMCE management was trained in making yogurt and processing cow's milk into candy, and AMCE became a reference location for student internships in agricultural science and agribusiness. The following is an interview with a member of the Oro-Oro Ombo Village Village Consultative Body (VCB):

"They are limited in knowledge, but their enthusiasm and loyalty to AMCE is great. Although the training has been completed, we from the campus continue to assist them because they are still confused (Informant 12).

From the interviews, AMCE administrators experience obstacles to being involved in tourism due to their lack of knowledge and skills about tourism governance but still have the will to continue developing tourism in AMCE.

Environmental Dimension: Clean water difficulties

Another major challenge in the tourism development process is the availability of resources, such as land, staff, capital, regulations, and water. In the context of the tourism development process in AMCE, clean water is required for daily needs or other activities. Since AMCE was first established in 2024, this tourism destination has experienced limited clean water, which has affected the tourism development and governance process; for example, the need for clean water for camp events, cafes, and etawa goat farming. AMCE has difficulty obtaining clean water. For operational purposes only, AMCE subscribes to a small water tank from Regional Drinking Water Company (RDWC) Batu City for Rp. 300,000 per 250 litres. In addition, to overcome the limited water in AMCE, infiltration wells, retaining dams, Gully Plug, Embung, Biopori, and Permanent Rainwater Installation (PRI) have been made. Therefore, they can collect water for agriculture, especially during long droughts (Source: AMCE Secretariat Document 2024). This is AMCE's way to support environmentally sustainable tourism.

AMCE's tourism development has also experienced water limitations that have hampered the involvement of the Oro-Oro Ombo Village community in growing vegetables and visitors organizing camps and café visits at AMCE. The Oro-Oro Ombo Village Government has found a solution in the form of groundwater drilling assistance in 2019. Complete the information following the interview results:

"The Oro-Oro Ombo Village Government has attempted to overcome the water shortage by procuring 200-metre-deep groundwater drilling but to no avail' (Informant 4).

AMCE and the Oro-Oro Ombo village government have been trying to find a solution to the clean water shortage. The involvement of the Oro-Oro Ombo community could be affected by the limited supply of clean water because it does not meet the local community's and visitors' expectations.

Geographical Dimension: Outskirts Of The Region Or Periphery Of The Area

Natural conditions can provide benefits but potentially hinder local communities' involvement. The beautiful exoticism of nature and the freshness of the air can attract visitors to tourist destinations. In addition, the road to AMCE is still in line to reach other tourism destinations, such as Rais Waterfall -Coban Rais. In the context of AMCE, this tourism destination was built by farmers from FFG Panderman as an alternative tourism

destination with educational and nature conservation values. However, the geographical location of AMCE on the slopes of Mount Panderman in Dresel Hamlet, Oro-Oro Ombo Village, at an altitude of 850-970 meters above sea level (Jadid et al., 2020), as well as its location on the western outskirts of Oro-Oro Ombo Village, has become a barrier to local community and visitor involvement in AMCE. Local communities and visitors traveling to AMCE by vehicle are advised to detour as the road has a sharp incline.

Furthermore, based on the observation, the road to AMCE is still made of black stone, not fully tarmac. This condition can cause the area to be isolated, with only certain vehicles able to access the AMCE destination. Therefore, it is natural that the village government is trying to develop tourism in the western area of Oro-Oro Ombo Village.

"Dresel Hamlet is underdeveloped, and at the same time, we utilize the village treasury land, we build AMCE as a new tourism area so that it will be crowded there" (Informant 4).

Meanwhile, the community leader revealed the limitations of AMCE in the Jalan Lintas Barat (Jalibar) area,

"The road to AMKE is uphill, it is in the Western suburbs, the road condition is not well paved, the street lighting is limited at night" (Informant 11).

This geographical barrier will be less severe when tourists or visitors see the natural beauty and feel the coolness of the air at AMCE.

Institutional Dimension

Top-Down Leadership Style

Another important element of tourism development in AMCE is leadership. Based on the observations, it turns out that the leadership style of the tourism destination manager determines the decision of the local community whether to get involved in tourism development and even as the administrators or managers who have joined the tourism destination, whether to stay or leave the tourism destination. The findings in AMCE are that the farmers who became managers preferred to stay first to be involved in tourism development despite the discomfort caused by the authoritarian leadership style of the AMCE coordinator. Some managers who still survive and leave AMCE give the same explanation about the leadership style of the coordinator figure:

'We are oppressed by the leadership style of the coordinator's mother, and there is no opportunity to have an opinion or to receive proposals from us. She also speaks very loudly, which is unpleasant to listen to. (Informant 5)

In a different assessment, assessing the mediocrity of the leadership style of the AMCE coordinator, X came from the Manager of Village-Owned Enterprises (VOEs) Panderman Oro-Oro Ombo Village:

"X is very good, disciplined, and willing to make sacrifices to take care of AMCE and work at her home office". (Informant 13).

An assessment of the leadership style of the AMCE coordinator also emerged from members of the Oro-Oro Ombo Village VCB, who stated as follows:

"X leadership style has many positive sides, for example, discipline, firmness, but there are gaps, conflicts because there are different social backgrounds in AMCE so that they are wrongly accepted". (Informant 11).

Leadership style is about how a leader manages AMCE to achieve organizational goals, including behaviors and values, so that the organization can move towards AMCE's targets.

AMCE Governance Lacks Transparency

In developing tourism in AMCE, internal managers face barriers to community involvement in developing tourism destinations. AMCE managers at the lower level have lost trust in the AMCE coordinator, X. A contributing factor is the lack of transparency in financial management, which is centralized in the AMCE coordinator alone. A treasurer is in AMCE's management structure, but the treasurer's position is designed to symbolize the organization, a formality. In practice, the treasurer is also the AMCE manager, X. The management, members, and head of the FFG Panderman are not involved in financial management, receiving grants and coaching funds from each competition. This information is based on interviews with several informants, which are summarized as follows:

'The account number is XYZ, and he holds the Automated Teller Machine (ATM) card and Personal Identification Number (PIN). The AMCE management, starting with the Treasurer, Secretary, and Chairman of FFG Panderman, has never been involved or given access to information about AMCE's financial management. If AMCE receives goods from external parties, the private sector, then the assistance is sent and stored at the house concerned' (Informants 6-7-8-9).

In addition, AMCE farmers are unaware that AMCE derives financial income from the sale of plant or tree seedlings and organic fertilizer as well as from students visiting activities with the education package system in 2018-2019, where AMCE's income can reach IDR 250 million per week and even IDR 1 billion per month (Mus, 2021).

"All financial matters are managed centrally by the AMCE Coordinator. We are paid every day we work". (Informant 2).

In addition, the implications of AMCE's lack of transparency in governance have led to the end of partnership programs with related parties, for example. The end of a partnership with a state university in Surabaya, eventhough it had previously agreed to cooperate. This is based on the following informant:

'There was a state university in East Java that had collaborated with AMCE, but during the implementation, the AMCE coordinator did not fulfill the cooperation contract, so the state university representatives withdrew and had to bear material losses.' (Informant 10).

Transparency is how governmental and non-governmental organizations inform the public about financial or non-financial information.

Internal Challenges in AMCE

This study found an internal conflict between AMCE tourism destination managers. There are two camps, X and Y. This conflict began because of the attitude, implementation of non-transparent governance and domination that had been carried out by the AMCE manager, X, in the tourism development process so that the administrators, AMCE members chaired by the Y, Y reported X to the Oro-Oro Ombo Village Government. The implications of this conflict led to X leaving AMCE in early 2023. This was explained by several informants as follows:

"X, when giving directions and orders about AMCE management, often speaks harshly, is not pleasant to hear, and even humiliates us in public, especially if we make mistakes; X also likes to give orders in a high tone, so we are also annoyed, we were relieved when in 2023 (X) left". (Informants 2-10-11).

The middle way to resolve internal conflicts has been mediated by members of the Oro-Oro Ombo Village VCB, who said that:

'This conflict arose due to discrepancies originating from X and Y managers. We have been mediators so as not to harm the sustainability of AMCE'. (Informant 12).

Internal conflict in AMCE can lead to two views: positive and negative. It is considered positive when the conflict fuels AMCE to be better, more solid, and successful, but negative when AMCE experiences unsustainability.

Elite capture in AMCE

The same thing happened in AMCE, and these elites came from within AMCE itself. Each elite, in practice, acts on behalf of AMCE institutions to obtain grants and investments from third parties, local government companies, and state-owned enterprises (SOEs). This was conveyed by several informants as follows:

'These two people (X, Y) acted on behalf of AMCE when meeting investors, the grant givers. Other village political elites support Y's presence in AMCE. When X left AMCE, Y became more dominant. For example, Y's victim is Z from West Java' (Informants 2-7-10).

Community leaders have assessed the emergence of elites in AMCE tourism destinations in Oro-Oro Ombo Village said that:

'This incident arose due to inequality in the distribution of AMCE management. Other parties also want to obtain and manage it (Informant 15).

Village elites in tourism destinations do not strengthen tourism destinations but weaken local community involvement.

Discussion

Tourism has become a social, cultural, and economic event for visitors and local communities (Jawabreh, 2021). In the context of the involvement of the Oro-Oro Ombo Village community in the development of tourism destinations, the AMCE is expected to have implications for the income of the local community. Likewise, in the context of a daily wage of IDR 90,000, working at AMCE is a suitable meeting point. This is because AMCE is a CBT whose sustainability is highly dependent on donations, grants, and income that is not large like tourism companies. The distribution of benefits is not only received by managers at the top level but also creates social and economic empowerment of local communities and environmental conservation. If one

of the actors in tourism development is dominant and experiencing powerlessness, it will result in losses and unsustainability for the local community. Therefore, one of the indicators of sustainable tourism is that local communities experience an increase in economic quality in a fair manner. The community is the first actor to receive negative and positive impacts from the existence of tourism destinations.

Local communities are an important part of the visitor experience, and having information about their perceptions and attitudes toward tourism development is important for tourism planners, developers, and entrepreneurs (Andriotis & Vaughan, 2003; Jamal & Getz, 1995). The involvement of local communities becomes a compass for where tourism development is heading. Local communities may perceive tourism development differently as it depends on several indicators, including involvement in tourism, length of residence, demographics, and knowledge of the tourism industry (Ap & Crompton, 1993; Lankford, 2001). Changes in the livelihoods of local communities, initially working in the agricultural sector and then pursuing tourism, may cause culture shock (Furnham, 1984; Liu et al., 2022). A farmer tends to pursue work linearly as a daily routine activity. They go to the fields; later in the afternoon, they return home and rest at night. Likewise, a school snack trader, once the snacks have been sold, his work is done. This differs from local communities involved in tourism activities, which require a spirit of innovation to produce services or goods and interact with various stakeholders. At the same time, the key to local community involvement in tourism development is rich with knowledge, experience, and skills about tourism so that it can develop tourism (Mahenge, 2006).

Tourism is often perceived as 'new' by most rural communities in developing countries (Harris-Smith & Palmer, 2022), and local communities have limited knowledge, skills, experience, and training opportunities (Saito et al., 2018; Sood et al., 2017). (Schellhorn, 2010) found that a lack of initiative from local communities resulted in low involvement in tourism. Therefore, they will avoid being involved in tourism development (Giampiccoli & Kalis, 2012), or if they have joined or are involved, they tend not to last as long as they did in AMCE. However, lacking basic tourism knowledge provides a great opportunity for local communities to be part of decision-making (Gohori & van der Merwe, 2020). Other previous studies underlined that political structure (Dolezal & Novelli, 2022), cultural traditions, rural systems (Prihanti et al., 2020), poor economic conditions, high illiteracy rates (Malek et al., 2017), and lack of tourism skills and understanding are components that limit local communities from engaging in decision-making in developing countries (Timothy, 1999). Another researcher (Ying & Zhou, 2007) argued that local communities are more involved in benefit distribution than decision-making due to a lack of democratic awareness.

Likewise, water is a basic human need. In the context of tourism development in AMCE, the lack of clean water supply can hinder the involvement of local communities in educational programs, such as camping grounds. This weakness can also frame the local community's mind and perception that AMCE is not worth visiting and has developed into a tourism destination. In addition, these barriers mean that AMCE does not fulfill the expectations of the local community and visitors, who may not want to visit again. A previous study explained that tourism brings significant investment in infrastructure, so local communities tend to support tourism development inspired by the perceived positive impacts, even in cases where the costs incurred are greater than the actual benefits (Nazneen et al., 2019). This is in contrast to AMCE, where tourism activities have been organized, but the availability of infrastructure, such as water, has hindered local community involvement in tourism development in AMCE. Support and involvement of local communities for tourism development will be based on tourism's economic, sociocultural, and environmental impacts (Lee et al., 2021). Meanwhile, sustainability for nature-based tourism destinations includes the three pillars of sustainability: economic, sociocultural, and environmental (Mihalic, 2016).

The location of AMCE on the western outskirts of Oro-Oro Omba village and the topography of the road that climbs sharply and borders Temas village have implications for low community involvement. To be safe, visitors traveling to the AMCE tourism destination must take a circuitous route through other villages in the Batu sub-district. Therefore, the geography of AMCE's location in the peripheral area has hindered local community involvement in tourism development. Previous research has described physically isolated areas and areas located on national borders as further barriers to community involvement in developing countries (Giampiccoli & Kalis, 2012). While remoteness can attract visitors for its natural beauty, it can prevent local people from engaging in the formal economy (Dodds et al., 2018). Remoteness can marginalize local people's concerns during policy development, so they do not have the opportunity to take part in local community development initiatives (Gohori & van der Merwe, 2024). Almost the same conditions were found in CBT destinations in Makgadikgadi, Botswana. Later, (Lenao et al., 2014) found that CBT Lekhubu could not be accessed easily, especially during the rainy season when the road is muddy. Another example of a CBT located in a remote area struggling for tourism development is Malaysia's Dagat Village. Poor infrastructure, power

supply networks, clean water, and roads have made tourism development initiatives difficult (Kunjuraman & Hussin, 2017).

The unbalanced power relation between tourism destinations' AMCE administrators at the upper and lower levels has the potential to cause the condition of the administrators at the lower level to be weak. This condition (Scheyvens, 2002) can be referred to as a form of community powerlessness. Many studies have conflated good governance with leadership, but it is not always clear who is leading local tourism or whether governance structures and processes facilitate or hinder leadership (Valente et al., 2015). In tourism development, leadership is important because it coordinates different actors, balances different actors, and harmonizes different interests across tourism destinations (McGehee et al., 2015). (Pechlaner et al., 2014) emphasized leadership's importance in motivating, encouraging, and inspiring actors by setting long-term values and direction. Leadership also influences the potential for goals to be achieved through bottom-up processes (Valente et al., 2015). In addition, centralized public administration and planning, often in developing countries, is one of the reasons why community involvement in tourism development is limited (Das & Chatterjee, 2015). Local community involvement is a vital element of tourism development that shapes leadership performance. Engagement can potentially develop common goals for interested parties and the private and third sectors. The tourism industry is easily fragmented (Valente et al., 2015). Facilitating community engagement in tourism development has been an important prerequisite for success in developing countries (Cole, 2006). However, (Cole, 2006) has found evidence that institutional factors, such as centralized decision-making processes, constrain community involvement in developing countries.

Meanwhile, (Timothy, 1999) points out that other barriers, such as cultural, political, economic, and lack of expertise among local tourism sector officials, also reduce local community involvement, especially in developing countries. The involvement of local communities in tourism development cannot be separated from the dimension of transparency. Transparency refers to the extent to which an entity discloses information about its decision-making processes, procedures, functions, and performance (Gerring & Thacker, 2004). The level of transparency is how much an organization allows the public to monitor its performance and participate in decision-making (Burman et al., 2016). Transparency is important for public trust in public institutions because it creates an environment of openness that allows the public to monitor the performance of institutions (Grimmelikhuijsen, 2012). In addition, transparency creates positive feelings among local communities, fostering trust. Some researchers believe transparency and trust are positively related (Song & Lee, 2016), whereas others argue that transparency hardly affects trust (Mabillard & Pasquier, 2016). A transparent CBT development will foster trust from various parties, such as tourism destination managers, the private sector as a grant provider, the surrounding community, local government visitors, and other partners. On the contrary, if the management of CBT is closed, it will be difficult to invite outside parties to get involved; visitors will not return again and even further to achieve the goal of sustainable tourism.

Research from (Rahman et al., 2023) shows that tourism in developing countries is very profit-oriented. This point has triggered increasingly obvious tourism destinations, leading to unsustainability and conflict between managers. AMCE's status as a CBT and its sustainability in tourism development highly depend on Corporate Social Responsibility (CSR) grants from the private sector, so transparency is key. If AMCE does not realize transparency, the private sector, and educational institutions will not be willing to be involved in tourism development. The implementation of transparent tourism governance can start from open communication with all AMCE administrators, open access to policies, budgets, use of public resources, and opportunities for local communities outside AMCE to objectively monitor all tourism development activities. As a comparison in CBT development, AMCE managers should learn CBT development from Sidomulyo Village Batu City, which is successful through social capital (Prayitno et al., 2023). This article also explains that local community involvement is realized because tourism destination managers and the local community are based on trust, norms, and networks. This social capital has improved the lives of people in Sidomulyo Village.

Tourism is often seen to revitalize rural areas, provide employment opportunities, increase income, and alleviate poverty (Yachin & Ioannides, 2020). Local communities play a key role in society as one of the most important stakeholder groups. Their support (or lack thereof) for tourism development significantly affects stakeholder cooperation, local economic growth, quality of life, cultural exchange and dissemination, environmental protection, and a sense of community and identity (Cheng & Zhang, 2020), community identity and cohesion (Chen et al., 2018; Ramkissoon, 2023). This promotes harmonious development among community members, tourism management organizations, tourists, and other stakeholders and sustainable prosperity for the community. In AMCE tourism development, this conflict can arise from the coordinator's repetitive ways of saying and doing things that other managers do not accept. Internal conflicts waste energy, erode the spirit of cooperation, and even eliminate mutual trust between local communities who manage

AMCE. The CBT destination model must be managed with a tradition of togetherness willing to sacrifice for sustainable tourism destinations. Therefore, the benefits of tourism cannot be achieved because managers are busier in conflict than thinking about how to develop tourism destinations.

In previous research, conflicts in tourism development arise due to the complexity of interest groups in rural communities and the resulting issues, such as house demolition, land acquisition, and unequal distribution of tourism benefits among stakeholders (Wang, 2021). In addition, another cause is that negative events often occur in rural tourism communities (Wang, 2021; Wang et al., 2021). Meanwhile, other findings on community involvement in tourism development related to tourism policy-making are complex and not easy, hindering the inclusion of local communities in tourism in underdeveloped countries (Gohori & van der Merwe, 2024). The complexity of the definition of the word 'community' itself and the fact that communities are heterogeneous (Khazaei et al., 2015) has made the whole concept of community involvement difficult due to diverse and competing interests (Zielinski et al., 2020). This contrasts with the findings in Sayan Village, Ubud Bali, which has successfully developed tourism through collaboration between tourism industry players and the village government without losing the authenticity of local culture and customs (Octaviani et al., 2023).

The implementation of tourism development policies relies heavily on the effectiveness of local, regional, and national officials working with the private sector and other stakeholders, including local communities and the third sector (Albrecht, 2017; Dodds & Butler, 2010). Therefore, learning from previous research on the causes of tourism development conflicts in rural farming communities in China is caused by violating farmers' basic rights and interests, economic motivation, and unfair treatment. A dispossession model was then created as an explanatory tool to explore local villagers' experiences of relative and contractual dispossession. The combination of these two types of dispossession serves to fuel discontent and contribute to conflict (Wang, 2021). Village development cannot be separated from the existence of village elites. These actors are increasingly gaining greater authority and power due to decentralization policies, which also increase the dynamics of political constellations at the urban and rural levels (Westoby et al., 2021). Local elites are individuals based at the village level with disproportionate access to social, political, and economic power (Dasgupta & Beard, 2007; Gardner, 2017; Lucas, 2016). Meanwhile, elite capture is a phenomenon of control or domination from a person or group who makes their interests the goal of running an institution (Firdaus, 2018; Nelson, 2012).

Learning from the development of AMCE tourism in Oro-Oro Ombo Village is the phenomenon of elite capture, which is a form of abuse of power that has the potential for mal-administration because the elites in AMCE use their authority and influence to misuse tourism resources and tend to monopolize planning, programs for personal interests at the expense of members, other AMCE administrators. In addition, the lower the involvement of local communities in tourism development, the greater the degree of elite capture by vested interests, and the minority, poor people are less likely to be protected. Tourism development is a challenging task because it involves many actors (Maulana, 2022; Salouw, 2021; Trimulato et al., 2023) whose interests clash, including tourism development in developing countries (Kokkrankal et al., 2011). For example, members of the ruling political party can exploit a fragmented and uncoordinated system (Gohori & van der Merwe, 2020). (Tosun & Timothy, 2001) explain that in many developing countries, various stakeholders are involved in the policy process because of the implications for the power distribution dominated by the elites that affect many tourism destinations suffering from colonization, such as Bangladesh (Manyara et al., 2006; Slocum & Backman, 2011).

CONCLUSION

The findings of this study extend pre-existing findings in previous studies (Aref, 2011; Cole, 2006; Tosun, 2000; Saufi et al., 2014; Bello et al., 2018) that attribute low or limited involvement of local communities in tourism development in developing countries. However, these scholars are not specific to tourism destinations, as in this research on CBT destinations. As a result, this study sheds light on some of the barriers to local communities in AMCE community-based tourism (CBT) development in Oro-Oro Ombo Village Batu City, Indonesia. The findings are in the form of internal barriers of AMCE, thus showing that it is still very fragile in terms of institutional resource quality, both financial and human. However, it is also important to note that the findings of this study are different from previous studies, such as those (Timothy (1999; Tosun, 2000)), in that the geographical barriers of AMCE's location on the western outskirts of Oro-Oro Ombo Village inhibit the involvement of the Oro-Oro Ombo Village community in tourism development at AMCE.

These findings provide recommendations for tourism destination managers and higher education institutions in the form of community service to organize rural entrepreneurship training. Village governments make village-level legal regulations on community empowerment in tourism engagement; Village Owned-

Enterprises (VOEs) encourage collaboration with Micro Small and Medium Enterprises (MSMEs) such as souvenirs; Financial institutions can provide both financial and non-financial support to local communities to start tourism businesses.

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