

DEVELOPING A SUSTAINABILITY-BASED COMMUNITY-BASED TOURISM MODEL FOR TOURISM VILLAGES IN BALI

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Abstract

This study aims to analyze the implementation of CBT, identify the impacts of sustainability practices, and develop an innovative sustainability-based CBT model for rural tourism in Bali. A qualitative approach employing a case study method was adopted in three tourism villages: Cemagi, Aan, and Celuk. Data were collected through in-depth interviews, observations, documentation, and Focus Group Discussions (FGDs). The findings indicate that the implementation of CBT has generally been effective; however, several challenges remain, including limited human resources, inadequate infrastructure, weak stakeholder coordination, and the inconsistent of sustainability principles. Based on these findings, the study proposes an innovative sustainability-based CBT development model consisting of five key components: Responsible Tourism, Human Resource Development and Training, Public–Private Partnership (PPP), Cultural Preservation-Based Tourism, and Tourism Area Life Cycle (TALC). The proposed model is expected to serve as a practical framework for fostering a more participatory, adaptive, and sustainable development of tourism villages in Bali.

Keywords: *Community-Based Tourism, Sustainability, Tourism Village, Bali, Development Model.*

INTRODUCTION

This study aims to analyze the current implementation of Community-Based Tourism and identify the impacts of sustainability practices on tourism village development, whilst developing an innovative sustainability-based CBT development model that supports more participatory, adaptive, and sustainable tourism village development in Bali.

Tourism villages, especially in Bali, have become an important approach to promoting authentic and sustainable rural development by utilizing local natural and cultural resources while improving community welfare. The success depends on the availability of the fundamental tourism components known as the 4A approach: Attractions, Accessibility, Amenities, and Ancillary Services, which together determine destination competitiveness and visitor satisfaction [1]. However, the availability of these components alone is insufficient to ensure long-term sustainability without effective community participation and destination management in several tourism villages.

Therefore, Community-Based Tourism (CBT) has emerged as a sustainable tourism approach that emphasizes community participation, local ownership, equitable benefit distribution, stakeholder collaboration, and the preservation of environmental and cultural resources [2][3]. There are seven key characteristics of sustainable CBT: respect for local culture and natural resources, educational and interpretive experiences for visitors, community-owned tourism enterprises, minimal environmental and socio-cultural impacts, equitable economic benefits for local communities, and the promotion of conservation awareness [4]. CBT development should also be evaluated through three interconnected dimensions: environmental, socio-cultural, and economic sustainability [5]. These criteria provide a comprehensive framework for assessing whether Community-Based Tourism has been effectively implemented in rural tourism.

To examine the key elements above, this study was conducted in three tourism villages: Cemagi, Aan, and Celuk, which represent case studies of tourism village development in Bali. Each village holds distinctive tourism resources, including natural landscapes, cultural heritage, and community-based tourism activities, yet they remain at different stages of tourism development. Despite their diverse characteristics, all three villages continue to face similar challenges in achieving a balanced implementation of sustainability, particularly in inconsistent community participation, limited human resource capacity, weak stakeholder collaboration, and uneven sustainability practices continue to reduce the effectiveness of tourism village management. As a result, the long-term economic, socio-cultural, and environmental benefits of Community-Based Tourism have not yet been fully optimized.

Addressing this gap, the present study proposes a sustainability-based Community-Based Tourism development model derived from field observations, in-depth interviews, focus group discussions, and document analysis conducted in selected tourism villages in Bali. The model is further supported by a phased implementation roadmap that facilitates practical adoption by tourism villages according to their development capacities and sustainability priorities.

METHOD

Research Design and Setting

This study employed a descriptive qualitative approach, using a case study design to examine the implementation of the Community-Based Tourism development model in tourism villages in Bali [6]. This approach enabled an in-depth understanding of the perspectives and experiences of local communities, tourism village managers, and other stakeholders regarding the implementation of sustainability-based CBT and its potential to enhance tourism development and visitor attractiveness [7]. Cemagi, Aan, and Celuk were selected through purposive sampling. These villages have actively implemented Community-Based Tourism and sustainability practices, providing relevant contexts for examining the proposed development model. As tourism villages continue to emerge as alternative destinations for domestic and international visitors, sustainable management has become increasingly important to ensure balanced tourism growth while preserving local culture, community participation, and environmental quality.

Participants

Participants were selected by purposive sampling, whereby individuals were intentionally chosen based on their knowledge, experience, and active involvement in Community-Based Tourism (CBT) development and sustainability practices in Bali tourism villages. This sampling strategy ensured that participants could provide rich and relevant information aligned with the objectives of the study. The participants included tourism village leaders, tourism village managers (Pokdarwis chairpersons or village heads), and representatives of local communities. Their diverse perspectives provided valuable insights into the implementation of CBT, existing challenges, and opportunities for developing a more integrated sustainability-based tourism model.

Data Instruments

The data were collected using four complementary qualitative techniques: In-depth interviews, observation, field documentation, and Focus Group Discussions (FGDs). These methods enabled the researcher to obtain comprehensive information while remaining responsive to emerging issues and field dynamics throughout the research process. Combining multiple data collection techniques also strengthened the credibility of the findings through source and methodological triangulation, ensuring a richer and more

reliable understanding of the implementation of the sustainability-based Community-Based Tourism model. [8]

Data Analysis

The data were analyzed using a descriptive thematic analysis following an inductive qualitative approach [9]. Data obtained from interviews, participant observations, Focus Group Discussions (FGDs), and field documentation were systematically organized into key themes to identify patterns and relationships relevant to the implementation of the sustainability-based Community-Based Tourism model. To enhance the credibility of the findings, the analysis was supported by direct quotations from participants and presented through thematic narratives, tables, and conceptual models that facilitated the interpretation of the relationships among the identified themes.

RESULTS AND DISCUSSION

Current CBT Model

The findings indicate that Community-Based Tourism has been widely implemented in Bali tourism villages, with local communities playing a central role in tourism development while the government primarily acts as a regulator. Guided by village development goals, CBT promotes community participation, collaborative governance through institutions such as *Pokdarwis*, and sustainability-oriented tourism management. Community involvement is evident in tourism planning, destination management, and initiatives that support cleanliness, safety, and hospitality.

However, several challenges continue to limit the effectiveness of the current CBT model, including inconsistent community commitment, workforce migration, and unrealistic expectations of immediate economic benefits. These issues affect long-term community engagement and sustainable destination management. To assess the current implementation of CBT, stakeholder perceptions were analyzed across five key dimensions: community participation, institutional governance, economic benefits, community self-reliance, and community commitment, as presented in Table 1.

Table 1
Stakeholder Perceptions

CBT Dimensio	Key Stakeholder Perceptions
Participation	Community involvement in tourism activities has increased, particularly in local enterprises, cultural activities, and tourism management. However, continuous capacity building is still required to strengthen community participation.
Governance	The implementation of CBT is supported by local institutions such as <i>Pokdarwis</i> and BUMDes, which facilitate tourism management and stakeholder collaboration, although institutional capacity still requires further strengthening.
Tourism Bene	Tourism has generated additional economic opportunities, increased local business income, and contributed to the preservation of local culture and environmental values. However, the economic benefits have not yet been evenly distributed across communities.
Commitment	Stakeholders identified inconsistent community commitment, expectations of immediate economic returns, and limited environmental

	awareness among some residents as key challenges affecting long-term CBT sustainability.
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The Positive and Negative Impacts of Sustainability

The second finding examines the impact of sustainability practices on the development of Community-Based Tourism in Bali tourism villages. The analysis explores how sustainability influences the social, cultural, economic, and environmental dimensions of tourism development. Sustainability has become a strategic framework for tourism development, aiming to balance economic growth with environmental protection, socio-cultural preservation, and community well-being by minimizing the adverse impacts of tourism while maximizing its long-term benefits [10]. The findings indicate that integrating sustainability principles into CBT has strengthened community participation, supported cultural preservation, improved local economic opportunities, and encouraged environmental conservation, although several implementation challenges remain across tourism villages.

Table 2
Positive and Negative Impacts

Sustainability Dimension	Positive Impacts	Challenges / Negative Impacts
Economy	Growth of local SMEs (UMKM), job creation, and reduced dependence on employment outside the village.	Unequal distribution of tourism benefits and limited economic gains.
Social	Improved local capacity, more productivity, and stronger youth involvement in tourism management.	Inconsistent community commitment, varying levels of participation, and expectations of immediate economic returns.
Culture	Preservation of traditional arts, temples, and spiritual practice and strengthening local cultural identity	Risk of cultural commercialization as tourism activities continue to expand.
Environment	Improved waste management, better village cleanliness, protection of green spaces and stronger environmental awareness.	infrastructure pressure, land-use conversion, and environmental degradation if tourism growth is not properly managed.

The findings in Table 2 showcasing that the implementation of sustainability within Community-Based Tourism in Bali tourism villages has generated both positive and negative impacts across the economic, social, cultural, and environmental aspects. Positive outcomes include increased local economic opportunities, greater youth participation, strengthened cultural preservation, and improved environmental awareness. However, the findings also reveal several challenges, such as uneven distribution of tourism benefits, changing socio-cultural dynamics, and environmental pressures associated with tourism development. These results highlight the importance of balancing tourism growth with long-term sustainability to maximize community benefits while minimizing potential adverse impacts.

Proposed Development Model

Based on observations, in-depth interviews, focus group discussions, and document analysis, this study proposes a sustainability-based CBT development model consisting of five components. The first component

is Responsible Tourism, which promotes shared responsibility among tourists, local communities, and tourism managers in protecting environmental and cultural resources. The second component focuses on capacity building, providing continuous training in hospitality, digital marketing, environmental management, and basic English to improve community competencies. The third component emphasizes Public–Private Partnership (PPP) to strengthen collaboration among village governments, tourism awareness groups (Pokdarwis), local businesses, academic institutions, and the private sector. The fourth component introduces Cultural Preservation-Based Tourism ensures that local traditions are preserved as living cultural practices while simultaneously creating authentic tourism experiences. Finally, the fifth component applies the Tourism Area Life Cycle (TALC) framework to monitor destination development and support adaptive management throughout different stages of tourism growth.

The proposed model follows an Input–Process–Output–Outcome framework, where local resources, community participation, environmental conditions, and stakeholder collaboration serve as inputs; the five components constitute the development process; improvements in destination management, community participation, environmental conservation, and cultural preservation represent the outputs; and the long-term outcome is a competitive, community-driven, and sustainable tourism village capable of generating balanced economic, social, cultural, and environmental benefits.

Roadmap

To facilitate practical implementation, the proposed sustainability-based Community-Based Tourism (CBT) model is organized into a 12-month roadmap consisting of four phases. This approach allows tourism villages to gradually adapt the proposed innovations while strengthening community participation, stakeholder collaboration, and continuous evaluation. Each phase focuses on specific objectives that collectively support sustainable destination development rather than implementing all components simultaneously. The final stage emphasizes monitoring and adaptive management through the Tourism Area Life Cycle (TALC) framework to ensure continuous improvement and long-term sustainability. This implementation strategy minimizes operational risks while providing flexibility for tourism villages with different capacities and development conditions.

Table 3
Roadmap Implementation

Phase	Main Focus	Key Activities
Q1	Preparation	Tourism potential assessment, stakeholder engagement, Responsible Tourism awareness, community readiness
Q2	Capacity Building	CBT and sustainability training, initial implementation of community-based cultural tourism
Q3	Program Implementation	Strengthening Public–Private Partnerships (PPP), TALC-based destination evaluation
Q4	Monitoring & Evaluation	Monitoring community participation, environmental and cultural evaluation, recommendations for continuous improvement

CONCLUSION

This study demonstrates that the current Community-Based Tourism (CBT) model in Bali tourism villages has contributed to local economic development and community participation, but remains constrained by fragmented management, uneven stakeholder collaboration, limited human resource capacity, and challenges in balancing tourism growth with environmental and cultural sustainability. These findings indicate that existing CBT practices require a more integrated and adaptive development approach to respond to the evolving demands of sustainable tourism.

Hence, this study proposes a sustainability-based CBT development model consisting of six complementary components: Responsible Tourism, community capacity building, Public–Private Partnership (PPP), Green Tourism Village, Tourism Area Life Cycle (TALC), and Cultural Preservation-Based Tourism. The integration of these components provides a practical framework for strengthening destination governance, improving community competencies, preserving local culture and environmental resources, and enhancing the long-term competitiveness of tourism villages in Bali.

The proposed model is accompanied by a phased 12-month implementation roadmap that enables gradual adoption, continuous stakeholder collaboration, and adaptive monitoring. This study contributes both theoretically and practically by extending the implementation of CBT through a sustainability-oriented framework that can assist tourism villages and policymakers in achieving more resilient, inclusive, and sustainable destination development.

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