

Review Article

The Role of Stakeholders in Agro-Tourism Development with MAXTOR Analysis Approach (Case Study in Catur Tourism Village of Bali Province, Indonesia)

Gede Aryawan¹, I Made Sara², A. A. Sri Purnami³

^{1,2,3}Faculty of Economics and Business, Warmadewa University,
Jalan Terompong No. 24, Denpasar, Bali, Indonesia

Abstract - Agro-tourism is an activity carried out by farmers as a tourist attraction and involves local residents in the planning and management of agro-tourism areas. One of the agro-tourism areas in Bali is Kintamani coffee and orange orchards. Visitors can also watch the activities of farmers and directly participate in picking oranges. Agro-tourism is a form of community-based tourism which is expected to be able to empower and provide a positive impact on the community. The purpose of this research is to find out the stakeholders who play a role in the development of agrotourism in Catur Village, Kintamani District, Bangli Regency. Stakeholder analysis and its relation to key elements are done by MAXTOR (Matrix of Alliance and Conflict: Tactic, Objectives, and Recommendation) analysis. The results showed that stakeholders who influenced the development of agrotourism in Catur Village were local communities, local farmers, the government, the private sector, and local tourism institutions. In the future, the local government, together with the community, needs to draw up a roadmap to strengthen agro-tourism institutions facilities and infrastructure. In addition to that, guidance and assistance from academics are needed for the development of agrotourism in Catur Village, Bali Province, Indonesia.

Keywords - Agrotourism, MAXTOR analysis, Stakeholders, Village tourism.

I. INTRODUCTION

Agro-tourism is an activity carried out by farmers as a tourist attraction and involves local residents in the planning and management of agro-tourism areas. Agrotourism is a business carried out by farmers who work in the agricultural sector for the pleasure and education of visitors [1]. Agro-tourism can also present potential sources of income and increase community benefits. One of the principles of sustainable agro-tourism development is in the form of community participation in planning. Community participation becomes a very important thing in

efforts to maintain the integrity of nature and as an alternative in responding to the demands and urgency of the development of sustainable tourism [2].

Agro-tourism presents a potential source of income and increases profits for the people of the tourist area. The development of an agro-tourism area can help improve the welfare of local communities and help eradicate poverty [3]. This can be categorized as local economic development. The local economic development strategy needs to directly involve rural communities in planning, implementing, evaluating, and monitoring the development of their tourist villages. Through this approach, it is hoped that the development of tourism as an industry will no longer only be owned by investors [4].

Bali Province, which is a world tourist destination, has a variety of tourist attraction objects. Kintamani District is one of the areas in Bangli Regency which has many tourist destinations, such as Lake Batur and Mount Batur. In addition, when travelling to Kintamani, as an alternative we can travel to several tourist villages which are certainly located in mountainous areas with typical cool air and beautiful natural scenery.

Catur Village is an agrotourism village area that is supported by the natural potential of the region. In addition, this area is also adjacent to the area of other agro-tourism villages in the northern part of Badung Regency, the Petang Tourism Village. The village also said that there are a lot of agricultural and plantation products typical of mountainous areas on the island of Bali. While in the Catur Village, in addition to tourists can enjoy the fresh air, they can also see the plantation area that is very fertile, like coffee plantations, oranges and various other fruits.

The development of agrotourism in rural areas that exploit the potential of agriculture involves the community. In the development of sustainable agro-principles, the principle that is always held is the participation of local communities [5]. So far, the people of Catur Village have not participated optimally in the efforts of developing tourism in Catur Village and have not felt the benefits of village



tourism activities to the full. Therefore it is necessary to conduct a prospective analysis related to stakeholders involved in the development of tourism villages and their roles. The purpose of this study was to determine the stakeholders who play a role in the development of agrotourism in the Catur Tourism Village, Bali Province, Indonesia.

II. LITERATURE REVIEW

A. Concepts of Tourism and Agro-Tourism

Tourism is an activity that deals with reaction trips. While the general understanding of tourism is a trip that is carried out by someone for a while which is organized from one place to another by leaving the original place and with a plan or not the purpose of making a living in the place he visited.

Tourism is closely related to the notion of tourism travel, that is, as a change in the temporary residence of a person outside his residence for a reason and not to perform activities that generate wages [6]. The impetus for his departure is because of various interests both because of economic, social, cultural, political, religious, health and other interests; Tourism is a complex enterprise because there are many activities involved in organizing tourism. Handicraft/souvenir business, travel business, and other businesses. Tourism is broadly a temporary journey from one place to another, carried out individually or in groups, as an effort to find balance and happiness with the environment in the social, cultural, natural, and scientific dimensions.

Agro-tourism is a tourism activity that involves the use of agricultural land or related facilities that are attractive to tourists [7]. Previous studies in [8] state that agro-tourism has several indicators, namely: (1) increasing environmental conservation; (2) increasing the aesthetic value and natural beauty; (3) providing recreational value; (4) increase scientific activities and scientific development; and (5) developing the community economy.

B. Concepts of Empowerment

The term community empowerment is increasingly popular in the context of development and poverty alleviation. This concept of empowerment develops from the reality of individuals or communities who are powerless or powerless. Powerlessness or weaknesses in aspects: knowledge, experience, attitude, skills, venture capital, networking, enthusiasm, hard work, perseverance, and other aspects. Weaknesses in various aspects have led to dependency, powerlessness, and poverty.

The nature of empowerment is how to make people able to build themselves and improve their own lives [9]. The term capable here means: empowered, understood, motivated, has opportunities, sees and exploits opportunities, has energy, is able to

work together, knows as an alternative, is able to make decisions, is brave to take risks, is able to find and capture information, and is able to act according to the initiative.

Empowerment refers to the ability of people, especially vulnerable and weak groups, to [10]:

- 1) Have access to productive resources that enable them to increase their incomes and obtain the goods and services they need; and
- 2) Participate in the development process and decisions that affect them. Empowerment refers to efforts to reallocate power through changing social structures.

There are five types as the main principles in developing the concept of community empowerment, namely [11]:

- 1) Bottom-up approach: in this condition, the management and stakeholders agree on the goals to be achieved to then develop ideas and some activities step by step to achieve the goals that have been previously formulated.
- 2) Participation: where every actor involved has power in every phase of planning and management.
- 3) Sustainability concept: is the development of partnerships with all levels of society so that sustainable development programs can be socially and economically acceptable.
- 4) Integration: namely, policies and strategies at the local, regional and national level.
- 5) Social and economic benefits: part of the management program.

C. Concepts of Community

The concept of society is all human behaviour that is considered appropriate. It does not violate general norms and customs and is integrated directly with public behaviour. And can organize itself and think about itself as a social entity with certain limitations. Each community also has its own culture that is formed from the close relations of its fellow members since the society came into being.

Society is a place to form the self-identity of citizens of human groups or tribes that are different from one another. In a society, the citizens are also concerned to develop and preserve the culture that is in a certain layer of society which certainly has different characteristics. Every culture that lives in a community group can display a unique style, especially seen by outsiders who are not members of the community concerned.

The community can also be said as a forum and vehicle for education, a diverse field of human life (Plural: ethnicity, religion, work activities, education level, economic level, social culture and so on). Humans differ in multi-complexity between relationships and between actions in that society. Understanding the community in organizations is life together, namely at the macro level is governance. Community in this sense is an institution or

embodiment of a group of managers receiving trust by, from and for the community

D. Concepts of Community Empowerment

The concept of empowerment is related to two conflicting terms, namely, the concept of helpless and helplessness, especially when linked to the ability to access and master the potential and sources of social welfare [12]. Community empowerment actually refers to the word empowerment, which is an effort to actualize the potential that the community already has. Community empowerment is a process or way to improve the standard of living or the quality of society. Through a certain activity, namely carrying out activities aimed at improving the quality of human resources, which are tailored to the circumstances and characteristics in the community itself.

With regard to the meaning of the concept of community empowerment, the core of empowerment is to include three things, namely development (enabling), strengthening the potential or power (empowering), the creation of independence [13]. Starting from this opinion, it can be concluded that empowerment does not only occur in people who do not have the ability but in people who have limited power, can be developed to achieve independence [13]. Reference [12] states that the principles of empowerment are as follows:

- 1) The development carried out must be local;
- 2) Prioritizing social action;
- 3) Using a local community or community organization approach;
- 4) There is a common position in a working relationship;
- 6) Using a participatory approach, group members as subjects, not objects;
- 7) Social welfare efforts for justice.

Kindervatter (in reference [12]) suggests that community empowerment has the following characteristics:

- 1) Composed of small groups;
- 2) There is a transfer of responsibility;
- 3) Leadership by partisans;
- 4) Having an agent as a facilitator;
- 5) The process is democratic and non-hierarchical work relations;
- 6) It is an integration between reflection and action;
- 7) The method used encourages more towards the development of self-confidence;
- 8) It is an effort to increase the degree of social, economic and or political independence.

Reference [13] stating the goal to be achieved from empowerment is to shape individuals and communities to become independent. This independence includes the independence of thinking, acting and controlling what they do. Community independence is a condition experienced by the community which is characterized by the ability to think, decide and do something that is considered

appropriate in order to achieve the solution of the problems faced by using the abilities that consist of cognitive abilities, conative, psychomotor, affective, with the mobilization resources owned by the internal environment of the community.

Empowerment aims to suppress feelings of helplessness of the poor when dealing with social and political structures [14]. An absolute requirement for the development of empowerment in the community is the need for greater conditions of openness in the community [15].

Empowering the community means investing in the community, especially the poor, their organizations so that their assets and abilities increase, both individual and group capabilities. Because basically, to realize community empowerment efforts, the main thing is to empower the individual itself. Reference [15] states how empowering people is a separate problem related to the nature of power and relationships between individuals or other social strata. Community empowerment efforts are not only the responsibility of the community itself but also all parties concerned. Thus as a consequence of the placement of people as the central focus of the ultimate goal of development, it requires direct community participation in its development

Based on some of the opinions above, the author can conclude that community empowerment is the process of creating, developing, and strengthening the quality of society with activities that are tailored to the characteristics and potential of the community to achieve independence. Reference [8] combined several indicators to measure community empowerment, namely:

- 1) Increasing community understanding;
- 2) Creativity;
- 3) Human resources;
- 4) Welfare.

E. Community-Based Tourism (CBT)

The development of a tourism village is highly recommended to apply the concept of Community-Based Tourism (CBT) as its development fundamentals. CBT is intended as a tool for community development and environmental conservation. For this purpose, it must be seen thoroughly about aspects that can have an impact on the community, such as social, cultural, economic, environmental and political aspects. All of them are owned by the community, managed by the community, and enjoyed by the community [16] [17].

The development of CBT is aimed at increasing visitor awareness and learning about how to live in the community [18]. Community-Based Tourism Development requires good community participation. In the concept of community-based tourism, the community should be taught to manage tourism destinations in order to achieve sustainable tourism [19].

III. METHODOLOGY

The scope of this study aims to determine actors associated with the development of agrotourism in the Catur Village by prospective analysis. This research is a type of exploratory research which is one type of research design that has the main objective to provide meaning and understanding of the problem situation faced by researchers. Explorative research is used when researchers must define the problem more precisely, identify relevant actions, or obtain additional meaning before an approach can be proposed [20].

The type of data used in this study is primary data and secondary data. Primary data was obtained directly from the source, wherein this study data were obtained from informants and respondents through FGD (Focus Group Discussion) and interviews. At the same time, secondary data is data that is not obtained directly from the source, such as monographs in the Catur Village.

This research is prospective analysis research. The prospective analysis is a method used to analyze problems in expert systems that can combine decision-makers in order to rearrange several different plans and approaches [21].

Analysis of system variables is based on direct classification, where the relationship between variables is obtained directly from the results of the identification of experts and stakeholders. At the same time, stakeholder analysis and its relation to objectives are carried out by MAXTOR (Matrix of Alliance and Conflict: Tactic, Objectives, and Recommendation) analysis.

IV. RESULTS AND DISCUSSION

Actors or stakeholders are important components that determine how sustainability goals are achieved also determine factors that are the basis of sustainability [22]. The analysis using the MAXTOR method (Matrix of Alliance, Conflicts, Tactics, Objectives, and Recommendations) analyzes the strength (relative strength) between the factors or stakeholders and explores the similarities and differences of various problems and objectives to be achieved [23].

The results of preliminary observations identified several actors with interest in developing agrotourism in Catur Village, as explained in Table I.

Table 1. Actor/Stakeholders Identification Related to Agro Tourism Development in Catur Village

No	Actor / Stakeholder	Code	Description
1.	Local Community	A-LC	People who live in the Catur Village
2.	Local Farmers	A-LF	Catur Village Community who work as coffee farmers
3.	Government	A-GOV	Catur Village Government, Bangli Regency Government,

			Bali Provincial Government, Central Government
4.	Private Sector	A-PS	Organizers of tourism-related activities
5.	Local Tourism Institution	A-TI	Element of local institutions that carry out tourism management activities in the Catur Village

In addition, several objectives were also identified, which are grouped as in Table II below.

Table 2. Identification of Objectives Related to Agro Tourism Development in Catur Village

No	Objective	Code	Description
1.	Economic Improvement	O-ECO	Catur Tourism Village Development for improving the community's economy
2.	Tourism Development	O-TOUR	Catur Tourism Village Development for the development of tourism in the Catur Village and surrounding areas
3.	Community Empowerment	O-EMP	Catur Tourism Village Development for the empowerment of the Catur Village community
4.	Infrastructure and Facilities Improvement	O-INF	Catur Tourism Village Development to improve public facilities and infrastructure in Catur Village

The results of data analysis using MAXTOR software show the results of MDII (Matrix of Direct and Indirect Influence) as shown in Table III below.

Table 3. MIDI Related to Agro Tourism Development in Catur Village

MDII	A-LC	A-LF	A-GOV	A-PS	A-TI	=
A-LC	8	10	6	8	11	35
A-LF	6	8	6	6	8	26
A-GOV	8	12	6	9	13	42
A-PS	6	8	4	6	8	26
A-TI	6	8	4	6	8	24
Di	26	38	20	29	40	153

The numbers in column I show the direct and indirect net effects, while the Di line shows the degree of net direct and indirect dependence. In accordance with Table 5.4, it can be seen that the government is the most influential stakeholder, while the most dependent stakeholder is the local tourism institution. This is consistent with the facts on the ground that for the development of agrotourism in Catur Village, there are still many facilities and

infrastructure needed, regulations, and guidance from the government. At the same time, local tourism institutions are very dependent on the conditions and treatment of other stakeholders.

Fig. I shows a map of influence and interdependence between factors.

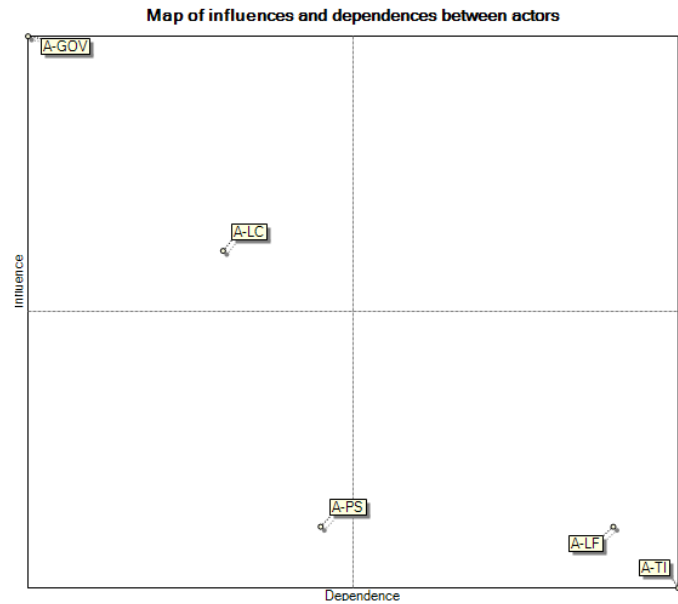


Fig. 1 Interaction Map

From Fig. It is known that the government and local communities are in quadrant I, which means that the effect is high. While other actors, namely the private sector, local farmers, and local tourism institutions, tend to experience dependency.

Table IV below presents the results of the 1MAO (actor-objective) analysis.

Table 4. 1MAO Analysis Results

1MAO	O-ECO	O-TOUR	O-EMP	O-INF	Absolute sum
A-LC	1	1	1	1	4
A-LF	1	1	1	1	4
A-GOV	1	1	1	1	4
A-PS	1	1	1	1	4
A-TI	1	1	1	1	4
Number of agreements	5	5	5	5	
Number of disagreements	0	0	0	0	
Number of positions	5	5	5	5	

In general, it appears that all actors agree with the stated objectives or objectives. This can be seen from the +1 score on all actors towards each objective.

Next, Table V presents the convergence analysis (2CAA) between valued convergents.

Table 5. 2CAA Analysis Results

2CAA	A-LC	A-LF	A-GOV	A-PS	A-TI
A-LC	0.0	10.0	11.0	10.5	11.0
A-LF	10.0	0.0	11.0	10.5	11.0
A-GOV	11.0	11.0	0.0	11.5	12.0
A-PS	10.5	10.5	11.5	0.0	11.5
A-TI	11.0	11.0	12.0	11.5	0.0
Number of convergences	42.5	42.5	45.5	44.0	45.5
Degree of convergence (%)	100.0				

Based on Table V, it can be seen that the government and tourism institutions most have the same interest with an intensity of 12.0. This is consistent with the facts on the ground that the government is the determinant of regulations and the provision of facilities and infrastructure, while local tourism institutions are the spearhead for implementing agro-tourism development programs in the Catur Tourism Village.

Table VI presents the actor's weighted value matrix (3MAO).

Table 6. Actor Weighted Value Matrix (3MAO)

3MAO	O-ECO	O-TOUR	O-EMP	O-INF	Mobilisation
A-LC	4.9	1.2	3.7	2.5	12.4
A-LF	2.3	1.2	1.2	1.2	5.8
A-GOV	5.8	5.8	5.8	5.8	23.4
A-PS	3.0	3.0	0.8	1.5	8.3
A-TI	1.4	1.9	1.4	1.0	5.7
Number of agreements	17.6	13.2	12.9	11.9	
Number of disagreements	0.0	0.0	0.0	0.0	
Degree of mobilisation	17.6	13.2	12.9	11.9	

The 3MAO matrix provides an overview of the most active actors, namely the government and local communities, with mobilization scores of 23.4

Histogram of actor's mobilisation towards its objectives 3MAO

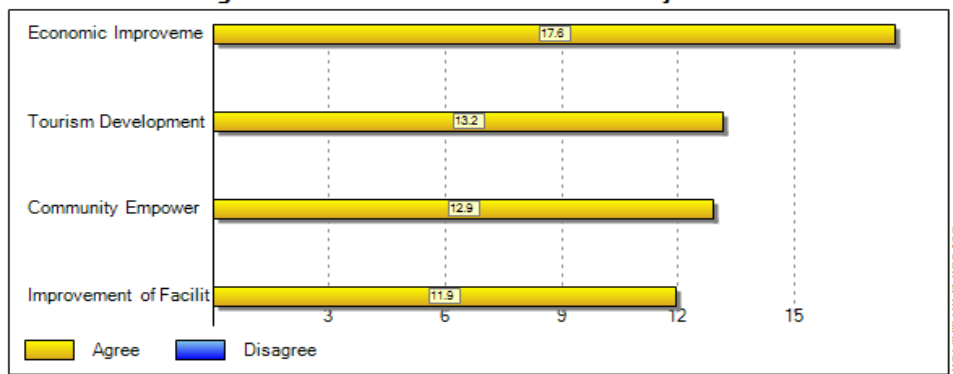


Fig 2: Histogram of Actor Mobility Against Purpose

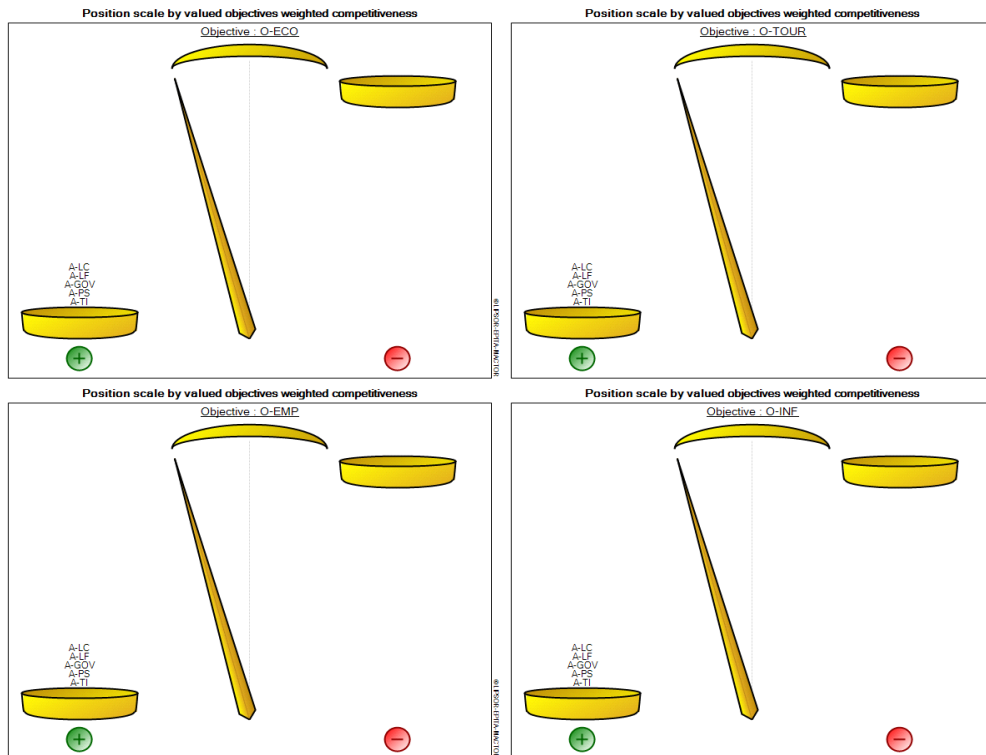


Fig 3: Scales Pros and Cons of Each Objective

and 12.4, respectively. At the same time, the mobilization degree of 17.6 (line degree of mobilization) shows that economic improvement is the goal that most activates actors.

This is also seen in Figure 2, where the number of mobilization degrees of 17.6 for economic improvement is the highest, followed by tourism development, community empowerment, and improvement of facilities and infrastructure.

Broadly speaking, it is known that in this case, there was no divergence between the actors, so ambivalence between the actors also did not occur, as explained in Fig. 3.

Fig. 3 shows the scales between the pros and cons of each objective, showing that the scales are heavier to the (+) sign.

IV. CONCLUSION

Stakeholders who influence the development of agrotourism in the Catur Tourism Village, Bali Province, Indonesia, namely the local community, local farmers, government, private sector, and local tourism institutions. The objectives to be achieved by stakeholders in the development of agro-tourism in the Catur Village include economic improvement, tourism development, community empowerment, and improvement of facilities and infrastructure. The government is the most influential stakeholder, while the most dependent stakeholder is the local tourism agency.

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V. SUGGESTION

Based on the conclusions of the results of the research, the suggestions that can be recommended include that the local community component, including farmers and tourism institutions, make an agreement to develop agrotourism in the Catur Village. So it is clarified "who does what". Collaboration from outside parties, such as academics, is needed to provide training and assistance in developing skills, increasing understanding, as well as technical assistance for the community to develop agro-tourism in Catur Village. Further research needs to focus on technical efforts in the form of more technical hierarchy policy mapping of policies, programs and actions undertaken for the development of agro-tourism in the Catur Tourism Village.