

Strengthening the Capacity of Customary Village Leaders in Local Values Based Tourism Governance: A Community Service Program in Darmasaba Village, Badung Regency, Bali, Indonesia

Anak Agung Putu Sugiantiningsih¹, Rhesa Anggara Utama², Diah Rukmawati³

¹²³Universitas Warmadewa, Denpasar_Bali

Article Info

Article history:

Accepted: 03 Juli 2026

Publish: 30 Juni 2026

Keywords:

customary village leaders;

tourism governance;

local values;

community empowerment;

sustainable rural tourism.

Abstract

The development of local values based rural tourism requires strong customary institutions to ensure that tourism development not only promotes economic growth but also preserves social sustainability, cultural heritage, and community harmony. Darmasaba Village, Badung Regency, Bali, possesses considerable socio cultural potential and a well-established customary village institution. However, the customary village leaders (Prajuru Desa Adat) continue to face challenges in implementing participatory, well-planned, and local values-based tourism governance. This community service program aimed to strengthen the capacity of customary village leaders in understanding, designing, and implementing local values-based tourism governance while promoting the integration of customary values into the management of the village's tourism potential. The program was implemented through a series of activities, including socialization, capacity building workshops, the introduction of appropriate technology, mentoring, evaluation, and the development of a sustainability plan. The results demonstrated significant improvements in the participants' understanding of the strategic role of customary institutions, enhanced capacity in tourism governance and organizational management, increased utilization of simple digital media for tourism promotion, and the formulation of guiding principles for local values-based tourism governance. The program also contributed to strengthening institutional capacity, fostering collaborative governance, and encouraging sustainable tourism management. In conclusion, strengthening the capacity of customary village leaders represents a strategic approach to promoting sustainable tourism governance rooted in local wisdom, reinforcing customary institutions, and improving the welfare of the Darmasaba Village community.

This is an open access article under the [Lisensi Creative Commons Atribusi-BerbagiSerupa 4.0 Internasional](#)



Corresponding Author:

Anak Agung Putu Sugiantiningsih

Universitas Warmadewa

Email : agungsugianti@warmadewa.ac.id

1. INTRODUCTION

Community service activities in the field of tourism governance are increasingly important in the context of village development, particularly in Bali, where tourism is not merely an economic sector but also closely related to culture, customary institutions, social harmony, and local identity. Darmasaba Village, located in Abiansemal District, Badung Regency, Bali Province, is one of the villages with strong social, cultural, and institutional resources. The village has demonstrated significant achievements in village governance, including being recognized at

the national level in the 2025 Village and Sub-District Governance Administration Competition. Darmasaba Village was reported to have achieved first place in Regional II at the national level, following a long assessment process covering governance, community empowerment, innovation, and financial reporting aspects [1], [2]. This achievement indicates that Darmasaba Village has strong administrative capacity and development potential. However, such achievement does not automatically eliminate governance challenges, especially in the more specific field of customary-based tourism management.

The development of tourism in Bali has brought both opportunities and challenges to local communities. On the one hand, tourism can create economic opportunities, strengthen local entrepreneurship, and promote cultural identity. On the other hand, uncontrolled tourism development may generate social inequality, cultural commodification, spatial conflict, and the weakening of customary values. In this context, Darmasaba Village has a strategic position because it is located relatively close to the economic growth centers and tourism routes of Badung and Denpasar. The village possesses strong customary institutions, local traditions, religious practices, and community-based social structures that can serve as important assets for local values-based tourism development. Nevertheless, these assets require proper governance so that tourism development does not merely pursue economic benefits but also strengthens cultural sustainability and community welfare.

The main partner in this community service program is the customary village leaders, known as Prajuru Desa Adat, in Darmasaba Village. Prajuru Desa Adat have a strategic role in maintaining social harmony, preserving customary norms, and guiding community-based development. In the context of tourism, their role is not limited to cultural preservation but also includes decision-making, spatial management, social control, and mediation between local communities, the village government, business actors, and external stakeholders. However, based on the partner analysis in the proposal, several problems were identified. First, the capacity of customary village leaders in understanding adaptive and sustainable tourism governance remains limited. Second, the integration of customary values, such as awig-awig, pararem, and local norms, into tourism governance practices has not been optimally structured. Third, the potential of village tourism as a medium for local economic empowerment and entrepreneurship has not been fully managed in an integrated manner from planning, management, promotion, to benefit distribution. These conditions show that even an advanced and nationally recognized village still requires institutional strengthening in specific development sectors, particularly tourism governance based on local values.

The urgency of this community service activity lies in the need to prevent a gap between administrative village excellence and the practical capacity of customary institutions in managing tourism dynamics. Darmasaba Village's national achievement should be positioned not as the final result of development, but as a strong foundation for further institutional strengthening. A village that has strong governance capacity will face higher expectations from society and external stakeholders. Therefore, the village must be able to transform its administrative achievements into more substantive governance practices, especially in sectors that directly affect community life. Tourism governance is one of those sectors because it involves economic interests, cultural values, social relations, and environmental sustainability.

Literature on community-based tourism emphasizes that successful tourism development requires active community participation, local institutional capacity, and equitable benefit distribution [3]. Community-based tourism is considered a relevant approach because it places local communities not merely as objects of tourism development but as main actors who determine the direction, form, and benefits of tourism. In the Balinese context, customary villages have a distinctive position because they possess social legitimacy, cultural authority, and normative instruments to regulate community life. Therefore, the strengthening of customary institutions is essential to ensure that tourism development remains aligned with local wisdom and social harmony [4], [5]. Previous studies have also shown that tourism development that

neglects local values may create social conflict, cultural degradation, and unequal economic access [6]. Conversely, tourism governance rooted in local values can strengthen cultural identity, increase community participation, and promote sustainable local development [7].

Based on these conditions, the main problem addressed in this community service activity can be formulated as follows: how can the capacity of customary village leaders in Darmasaba Village be strengthened to support tourism governance based on local values? This problem is derived from several practical issues faced by the partner, including limited understanding of sustainable tourism governance, weak integration of customary values into tourism management, limited use of digital media for local tourism promotion, and the absence of a simple guiding framework for local values-based tourism governance. Therefore, this community service program does not merely aim to provide technical training, but also seeks to build institutional awareness, strengthen governance capacity, and formulate practical principles that can be used by customary village leaders in managing tourism development.

The solution offered through this community service activity consists of several stages: socialization, capacity-building training, the application of simple and appropriate technology, mentoring, evaluation, and sustainability planning. The socialization stage is designed to build shared understanding between the implementing team and the partner. The training stage focuses on strengthening knowledge of sustainable tourism governance, customary-based decision-making, basic organizational management, and local values-based tourism promotion. The technology application stage introduces simple digital media to support communication, promotion, and documentation. The mentoring and evaluation stages ensure that the knowledge gained by participants can be applied in real village governance practices. Finally, the sustainability stage aims to encourage the partner to adopt the formulated governance principles as a practical reference for future tourism management.

The novelty of this community service program lies in its integrative approach. Many community service activities in tourism villages generally focus on tourism promotion, digital marketing, product packaging, or hospitality training. This program differs because it places Prajuru Desa Adat as the central actor in tourism governance and integrates three important dimensions: customary values, institutional capacity, and sustainable tourism management. The program does not only train the community to promote tourism but also strengthens the customary institution as the guardian of values, regulator of social harmony, and strategic actor in village development. Furthermore, this program is conducted in Darmasaba Village, a village with strong governance achievements at the national level, which makes the activity more distinctive. The novelty is therefore not only found in the training model, but also in the effort to transform an already advanced village into a model of local values-based tourism governance.

Thus, this community service activity is important because it responds to a real and strategic need of Darmasaba Village. The activity seeks to bridge the gap between village governance achievement and the capacity of customary institutions in managing tourism development. By strengthening the capacity of Prajuru Desa Adat, this program is expected to contribute to the creation of adaptive, participatory, culturally rooted, and sustainable tourism governance. In the long term, the program may serve as a replicable model for other customary villages in Bali that face similar challenges in balancing tourism development, cultural preservation, and community welfare.

2. IMPLEMENTATION METHOD

This community service program employed a participatory and capacity-building approach designed to strengthen the institutional capacity of customary village leaders (Prajuru Desa Adat) and village stakeholders in developing local values-based tourism governance. The program adopted a community empowerment framework that emphasizes collaboration, knowledge transfer, stakeholder participation, and continuous institutional strengthening, as recommended in previous community-based tourism studies [8], [9].

The activity was conducted in the form of an intensive workshop held at the Darmasaba Village Office, Abiansema District, Badung Regency, Bali. The workshop was designed as the primary medium for knowledge dissemination, discussion, problem-solving, and institutional capacity enhancement. Unlike conventional tourism training that primarily targets tourism business actors, this program positioned village governance institutions and customary institutions as the principal actors responsible for developing sustainable tourism governance based on local values.

The workshop involved two invited experts representing complementary fields of expertise. The first resource person specialized in local values-based tourism governance, delivering materials concerning sustainable tourism governance, community-based tourism, local wisdom integration, customary regulations (*awig-awig* and *pararem*), collaborative governance, and stakeholder participation. The second expert specialized in organizational and management sciences, providing practical knowledge on organizational leadership, institutional management, strategic planning, communication, teamwork, and organizational development to strengthen the governance capacity of village institutions.

The participants represented almost all strategic stakeholders within Darmasaba Village to ensure that the program generated institutional collaboration rather than individual capacity improvement alone. Participants included the Village Head (*Perbekel*), Village Secretary, Chairperson of the Village Consultative Body (*BPD*), Chairperson of the Village Community Empowerment Institution (*LPM*), representatives of the Indonesian National Armed Forces (*Babinsa*), representatives of the Indonesian National Police (*Bhabinkamtibmas*), village officials, customary village leaders (*Prajuru Desa Adat*), members of the Family Welfare Empowerment Organization (*PKK*), agricultural extension officers, youth organizations (*Karang Taruna*), managers of the *TPS3R* waste management unit, village public relations officers, tourism awareness group (*Pokdarwis*) members, and all administrative staff of Darmasaba Village. The participation of these diverse stakeholders was intended to strengthen collaborative governance, improve institutional coordination, and establish a shared commitment toward sustainable tourism development. The implementation of the community service program consisted of five sequential stages.

The first stage involved preliminary observation. This stage aimed to understand the existing conditions of tourism governance, institutional collaboration, and community participation in Darmasaba Village. Field observations were conducted through direct visits to village institutions, tourism-related facilities, and community activities. Observation findings were used as the basis for identifying institutional strengths and governance challenges.

The second stage focused on problem identification. This activity involved discussions with village government officials, customary village institutions, and community representatives to identify priority issues concerning tourism governance. The identified problems included limited institutional capacity in tourism governance, insufficient integration of customary values into tourism management, weak inter-institutional coordination, and limited understanding of collaborative governance mechanisms. These findings became the foundation for designing the workshop materials.

The third stage consisted of developing training materials. The materials were designed based on the needs assessment conducted during the observation and problem identification stages. The modules integrated theoretical perspectives, government policies, best practices in community-based tourism, organizational management principles, local wisdom, collaborative governance concepts, and practical case studies from Bali. Interactive learning methods such as presentations, group discussions, case analyses, simulations, and question-and-answer sessions were incorporated to encourage active participant engagement.

The fourth stage involved implementing the workshop. During this stage, participants attended presentations delivered by the invited experts, followed by interactive discussions addressing actual governance challenges faced by Darmasaba Village. Group discussions

encouraged participants from different institutional backgrounds to formulate collaborative solutions for strengthening tourism governance based on local values. This participatory learning model was intended to enhance not only individual knowledge but also institutional networking among village stakeholders.

The fifth stage consisted of evaluation and reflection. Program evaluation was conducted to assess participants' responses, knowledge improvement, and expectations regarding future collaboration. Evaluation was administered through an online questionnaire using Google Forms, enabling participants to provide structured feedback concerning the workshop content, delivery methods, resource persons, and perceived benefits. In addition, qualitative reflections were collected through group discussions and interviews to obtain comprehensive insights regarding participants' experiences and recommendations for future programs.

Data collection during the implementation employed qualitative descriptive techniques supported by quantitative participant responses. Five complementary techniques were used, namely direct observation, semi-structured interviews, documentation, questionnaire surveys, and participatory workshop discussions. Observation was used to understand institutional practices and stakeholder interactions. Semi-structured interviews explored participants' perceptions regarding tourism governance and institutional collaboration. Documentation included attendance lists, photographs, workshop materials, activity reports, and institutional documents. Questionnaire surveys measured participant satisfaction, perceived knowledge improvement, and evaluation of workshop implementation. Workshop discussions generated qualitative data concerning collaborative governance strategies and institutional strengthening initiatives.

Program evaluation adopted three complementary indicators. The first indicator measured participant satisfaction using an online questionnaire distributed through Google Forms. The second indicator evaluated knowledge enhancement by comparing participants' understanding before and after the workshop through structured self-assessment questionnaires and facilitated discussions. The third indicator focused on expected behavioral and institutional changes, particularly improved collaboration between the village government and customary village institutions in planning, implementing, and monitoring tourism governance activities. These behavioral changes were expected to strengthen institutional synergy, increase stakeholder participation, and promote sustainable tourism governance rooted in local values.

The success of the community service program was therefore not merely assessed based on participant attendance but also through increased institutional awareness, strengthened collaborative commitment, improved understanding of local values-based tourism governance, and enhanced coordination among village governance institutions. The participatory implementation model developed in this program is expected to become a replicable framework for strengthening customary institutions in other tourism villages across Bali, particularly those seeking to balance tourism development with cultural preservation and sustainable community empowerment [10]–[12].



Figure 1. Tourism Potentials of Darmasaba Village

3. RESULTS AND DISCUSSION

a. Research Results

The community service program entitled "Strengthening the Capacity of Customary Village Leaders in Local Values-Based Tourism Governance in Darmasaba Village, Badung Regency" was successfully implemented through a participatory workshop attended by 50 participants representing strategic stakeholders within Darmasaba Village. The participants included the Village Head (Perbekel), Village Secretary, Village Consultative Body (BPD), Village Community Empowerment Institution (LPM), representatives of the Indonesian National Armed Forces (Babinsa), representatives of the Indonesian National Police (Bhabinkamtibmas), village officials, customary village leaders (Prajuru Desa Adat), Family Welfare Empowerment (PKK), agricultural extension officers, youth organizations (Karang Taruna), Tourism Awareness Group (Pokdarwis), TPS3R waste management personnel, village public relations officers, and administrative staff of Darmasaba Village.

The workshop was designed to strengthen participants' knowledge, understanding, and institutional capacity regarding local values-based tourism governance. The learning process combined lectures, interactive discussions, case studies, institutional sharing sessions, and collaborative problem-solving to encourage active participation among stakeholders. This participatory approach enabled participants from different institutional backgrounds to exchange experiences, identify governance challenges, and formulate collaborative strategies for tourism development rooted in customary values.

During the implementation, participants demonstrated a high level of enthusiasm and engagement. Interactive discussions revealed that tourism governance in Darmasaba Village requires stronger institutional coordination between the village government, customary village institutions, community organizations, and tourism stakeholders. Participants recognized that tourism development should not merely focus on increasing visitor numbers but also on preserving cultural identity, maintaining environmental sustainability, strengthening customary institutions, and improving community welfare. These findings are consistent with previous studies emphasizing that sustainable tourism governance depends heavily on institutional collaboration and community participation [8], [9].

The workshop also enhanced participants' understanding of the strategic role of Prajuru Desa Adat in tourism governance. Before the activity, many participants perceived the customary institution primarily as a cultural and ceremonial authority. Following the workshop, participants developed a broader perspective, recognizing that customary village institutions also function as strategic actors in policy formulation, conflict mediation, community participation, cultural preservation, and tourism governance. This conceptual shift represents an important institutional outcome because sustainable tourism governance requires active collaboration among formal government institutions, customary organizations, and local communities [10].

Another significant result of the activity was the emergence of a shared commitment among village stakeholders to strengthen inter-institutional synergy. Collaborative discussions generated several recommendations concerning the integration of local wisdom into tourism planning, institutional coordination mechanisms, community participation, environmental conservation, and sustainable tourism management. Participants agreed that future tourism policies should involve both the village government and customary village institutions from the planning stage to implementation and evaluation.

Program evaluation conducted through Google Forms indicated positive responses from participants regarding the relevance of the workshop materials, the competence of the resource persons, the participatory learning approach, and the applicability of the knowledge acquired.

Most participants acknowledged improvements in their understanding of collaborative governance, organizational management, and the importance of integrating local values into tourism governance. Qualitative feedback further suggested that participants expected similar capacity-building programs to be conducted regularly to ensure continuous institutional learning and adaptive governance.

In addition to knowledge enhancement, this community service program generated several tangible outputs. The first output is the preparation of a Standard Operating Procedure (SOP) for strengthening the capacity of customary village leaders in implementing local values-based tourism governance. The SOP is expected to become a practical guideline for improving institutional coordination, stakeholder participation, decision-making processes, and tourism governance within Darmasaba Village.

The second output is the development of a Guidebook on Strengthening the Capacity of Customary Village Leaders in Local Values-Based Tourism Governance. The guidebook provides practical guidance regarding institutional roles, collaborative governance, tourism management, community participation, and the integration of local wisdom into tourism policies. It is intended to serve as a learning resource not only for Darmasaba Village but also for other customary villages seeking to develop sustainable tourism governance.

The third output is the publication of a scientific article in a SINTA 4-indexed Community Service Journal, namely the *Mandalika Journal of Community Service* (Mandala Academy Business Lombok). Scientific publication represents an important dissemination strategy that allows the experiences and best practices developed through this community service program to be shared with academics, practitioners, policymakers, and other communities interested in strengthening customary institutions and sustainable tourism governance [11], [12].

Overall, the results indicate that the workshop successfully achieved its primary objective of improving institutional capacity among village stakeholders. More importantly, the activity contributed to increasing awareness regarding the importance of collaboration between village government institutions and customary village organizations. This strengthened institutional synergy is expected to influence future governance practices by encouraging participatory decision-making, adaptive institutional management, and sustainable tourism development based on local values. Consequently, the community service program not only generated immediate educational benefits but also established an institutional foundation for long-term governance improvement in Darmasaba Village.



Figure 2. Group Photo with All Workshop Participants

b. Discussion

The findings of this community service program demonstrate that strengthening the capacity of customary village leaders through a participatory workshop constitutes an effective strategy for enhancing institutional readiness in implementing local values-based tourism governance. The improvement in participants' understanding regarding collaborative governance, institutional management, and the integration of local wisdom into tourism planning indicates that capacity-building interventions remain highly relevant even in villages

that have achieved national recognition in administrative governance. These findings suggest that institutional excellence in public administration does not automatically translate into sector-specific governance capacity, particularly in tourism development, which requires continuous learning, cross-sector collaboration, and adaptive leadership.

The observed improvements can be explained through the perspective of capacity building theory, which argues that institutional performance is determined not only by organizational structures but also by the knowledge, competencies, and collaborative abilities of human resources within the institution [1]. According to the United Nations Development Programme (UNDP), institutional capacity development is a continuous process that enables organizations to improve decision-making, resource management, and policy implementation through learning and stakeholder participation [2]. The workshop created a learning environment in which participants exchanged experiences, reflected upon local governance challenges, and developed shared solutions. Consequently, knowledge acquisition was accompanied by strengthened institutional commitment and collective responsibility.

The results are also consistent with the concept of Collaborative Governance proposed by Ansell and Gash [3], which emphasizes that complex public problems cannot be effectively addressed by a single institution. Instead, sustainable governance requires active collaboration among government agencies, customary institutions, community organizations, and other stakeholders. During the workshop, representatives from the village government, customary village institutions, Pokdarwis, PKK, youth organizations, TPS3R managers, extension officers, and security institutions participated in joint discussions concerning tourism governance. Such interaction fostered mutual understanding and reduced institutional fragmentation, thereby strengthening collaborative networks essential for sustainable tourism development.

From a tourism perspective, the findings support the principles of Community-Based Tourism (CBT), which places local communities at the center of tourism development [4]. Previous studies have consistently shown that tourism initiatives are more sustainable when local communities actively participate in planning, implementation, monitoring, and benefit-sharing. Rather than positioning local residents merely as tourism beneficiaries, the workshop encouraged village stakeholders to become decision-makers responsible for protecting cultural heritage, environmental sustainability, and local economic development. This participatory orientation is particularly important in Bali, where tourism is deeply intertwined with customary institutions and religious traditions.

The positive outcomes also reinforce previous empirical studies concerning local wisdom-based tourism governance. Rahmawati and Suryani [5] reported that strengthening customary village institutions contributes significantly to improving governance effectiveness and preserving cultural identity in tourism villages. Similarly, Ardika [6] emphasized that Balinese tourism can only remain sustainable if development strategies continue to prioritize local culture, customary values, and community participation rather than focusing solely on economic growth. The present community service program operationalized these principles by integrating discussions on *awig-awig*, *pararem*, cultural preservation, and institutional collaboration into the workshop curriculum.

Furthermore, the workshop findings align with Timothy's perspective [7], which states that heritage and cultural tourism require governance systems capable of balancing conservation objectives with economic development. Participants recognized that tourism should not only generate village income but also strengthen social cohesion, protect sacred places, and preserve the authenticity of Balinese cultural landscapes. This awareness reflects an important shift from tourism promotion toward sustainable tourism governance.

The increased awareness observed among participants is also supported by studies conducted by Tosun [8], who argued that one of the principal constraints in tourism development within developing countries is limited institutional capacity rather than limited

tourism resources. Darmasaba Village possesses abundant cultural, environmental, and social capital; however, maximizing these resources requires capable institutions, effective coordination, and continuous stakeholder learning. Therefore, the workshop addressed an institutional rather than infrastructural challenge, making it highly relevant for long-term tourism development.

Similarly, Goodwin [9] emphasized that responsible tourism development depends on inclusive governance involving all relevant stakeholders. The workshop successfully created a platform where government institutions, customary leaders, youth organizations, women groups, tourism awareness groups, and environmental management units could jointly formulate strategies for village tourism development. This inclusive participation is expected to improve future policy legitimacy while strengthening community ownership over tourism initiatives.

Another factor explaining the success of the program was the presence of multidisciplinary resource persons. The combination of expertise in local values-based tourism governance and organizational management enabled participants to understand tourism not only as an economic activity but also as an institutional process requiring leadership, communication, strategic planning, organizational coordination, and adaptive management. Adult learning theory suggests that participants acquire knowledge more effectively when theoretical explanations are directly connected with practical experiences and local case studies [10]. Consequently, the workshop generated high participant engagement and active discussion throughout the implementation.

One of the major practical implications of this community service activity is the establishment of stronger institutional synergy between the village government and the customary village (Desa Adat). In Bali, these two governance systems possess different legal authorities but share common responsibilities in maintaining community welfare, preserving culture, and managing village development. Strengthening communication and collaboration between these institutions is therefore fundamental for addressing increasingly complex social, environmental, and tourism-related issues. This synergy becomes even more important considering that Darmasaba Village currently serves as one of Indonesia's pilot villages in administrative governance and organizational management.

Another important implication concerns the role of the Tourism Awareness Group (Pokdarwis). The workshop demonstrated that Pokdarwis should function not merely as a tourism promotion unit but also as a strategic partner in identifying tourism potential, facilitating community participation, preserving local culture, and encouraging sustainable tourism innovation. The exchange of ideas (sharing and caring) between experts and village stakeholders provided valuable recommendations regarding tourism product development, destination management, institutional strengthening, and collaborative governance. Such interactions created opportunities for continuous mentoring beyond the implementation period.

The activity also highlighted the importance of continuously improving human resource quality within Darmasaba Village. Although the village has achieved remarkable success at the national level in administrative governance, organizational excellence must be accompanied by continuous investment in leadership development, institutional learning, innovation, and collaborative capacity. Sustainable village development requires competent human resources capable of adapting to changing tourism trends while maintaining the integrity of local values and customary institutions.

Despite these positive outcomes, several limitations were identified during implementation. The primary limitation concerned the limited duration of the workshop, which restricted opportunities for more intensive mentoring and field-based practice. In addition, the dense schedule of customary and religious ceremonies frequently conducted in Bali affected participant availability, making it difficult to coordinate attendance among

certain community groups. These contextual factors should be considered when designing future community service programs within customary villages.

Nevertheless, the future development potential remains highly promising. Discussions conducted during the workshop revealed a shared aspiration among village stakeholders to develop Darmasaba as a local culinary tourism village capable of attracting visitors travelling toward Tanah Lot and other tourism destinations in Badung Regency. The strategic geographical location of Darmasaba provides opportunities to establish culinary stopover facilities that promote local food products, traditional markets, and community-based enterprises. Furthermore, participants identified significant potential for developing Subak landscapes, agricultural areas, riverside environments, and other cultural landscapes into educational and ecological tourism destinations. These initiatives could diversify tourism products while strengthening environmental conservation and preserving Balinese agricultural heritage.

Therefore, this community service program has demonstrated that institutional capacity building represents a strategic investment for sustainable tourism governance. Rather than producing only short-term educational outcomes, the workshop established a collaborative governance framework capable of supporting future tourism innovation, strengthening customary institutions, and promoting integrated village development rooted in local wisdom. The experiences gained from Darmasaba Village may serve as a replicable model for other customary villages in Bali seeking to harmonize tourism development, cultural preservation, institutional strengthening, and community welfare.



Figure 3: Participants' Enthusiasm during the Workshop

4. CONCLUSIONS

This community service program successfully achieved its primary objective of strengthening the capacity of customary village leaders (Prajuru Desa Adat) and village stakeholders in implementing local values based tourism governance in Darmasaba Village, Badung Regency. The workshop based approach effectively enhanced participants' understanding of collaborative governance, institutional management, and the strategic integration of local wisdom into sustainable tourism development. More importantly, the program strengthened institutional awareness that tourism governance should be developed through close collaboration between the village government, customary village institutions, community organizations, and tourism stakeholders while preserving Balinese cultural identity and customary values.

One of the most significant outcomes of this program is the establishment of a stronger commitment to institutional collaboration among village stakeholders. This commitment provides an important foundation for improving coordination, participatory decision-making, and integrated tourism governance in Darmasaba Village. The preparation of a Standard Operating Procedure (SOP) and a practical Guidebook on Strengthening the Capacity of Customary Village Leaders in Local Values-Based Tourism Governance further contributes to the sustainability of the program by providing practical references that can be adopted and continuously improved by village institutions.

Beyond strengthening institutional capacity, this program contributes to the broader objective of sustainable rural development by promoting adaptive governance, improving the quality of local human resources, and encouraging community participation in tourism planning and management. Considering that Darmasaba Village has been recognized nationally for its excellence in village governance, continuous capacity development remains essential to ensure that institutional achievements are translated into sustainable tourism innovation and long-term community welfare.

Future community service programs should expand the scope of collaboration through continuous mentoring, technical assistance, and multi stakeholder partnerships involving universities, local governments, tourism practitioners, and community organizations. Priority should be given to developing community based culinary tourism, optimizing the tourism potential of Subak landscapes, rivers, and other local attractions, strengthening the role of Pokdarwis as the leading tourism institution, and promoting digital tourism management without compromising local wisdom and customary values. Continuous monitoring and evaluation are also recommended to measure long-term institutional and behavioral changes resulting from the program. Ultimately, the experience of Darmasaba Village has the potential to become a replicable model for strengthening customary institutions and implementing sustainable local values-based tourism governance in other customary villages throughout Bali and Indonesia [1]–[5].

5. ACKNOWLEDGMENTS

The authors would like to express their sincere gratitude to the Rector of Warmadewa University for providing financial support through the University's Internal Community Service Grant Program, which made the implementation of this community service project possible. The authors also extend their deepest appreciation to the Institute for Research and Community Service (DPPM), Warmadewa University, for its continuous guidance, coordination, administrative assistance, and overall management throughout the implementation of the grant program.

Special appreciation is addressed to the Government of Darmasaba Village, particularly the Village Head (Perbekel), the Village Secretary, and all village officials, for their valuable collaboration, commitment, and institutional support during the planning and implementation of this program. The authors are equally grateful to the Customary Village of Darmasaba, including the Prajuru Desa Adat, the Tourism Awareness Group (Pokdarwis), the Village Consultative Body (BPD), the Village Community Empowerment Institution (LPM), PKK members, youth organizations (Karang Taruna), agricultural extension officers, TPS3R management, village public relations officers, Babinsa, Bhabinkamtibmas, and all workshop participants for their active participation, constructive discussions, and strong commitment to strengthening local values-based tourism governance.

Finally, the authors would like to acknowledge all resource persons, colleagues, students, and every individual who contributed their time, expertise, ideas, and support to the successful completion of this community service activity. It is hoped that the collaborative partnerships established through this program will continue to foster sustainable tourism development, strengthen customary institutions, and promote community empowerment in Darmasaba Village

6. BIOGRAFFY

- [1] C. Ansell and A. Gash, "Collaborative governance in theory and practice," *Journal of Public Administration Research and Theory*, vol. 18, no. 4, pp. 543–571, 2008.
- [2] C. Tosun, "Challenges of sustainable tourism development in the developing world: The case of Turkey," *Tourism Management*, vol. 22, no. 3, pp. 289–303, 2001.

- [3] D. J. Timothy, *Managing Heritage and Cultural Tourism Resources: Critical Essays*. Farnham, UK: Ashgate Publishing, 2011.
- [4] H. Goodwin, *Responsible Tourism: Using Tourism for Sustainable Development*. Oxford, UK: Goodfellow Publishers, 2011.
- [5] United Nations Development Programme, *Capacity Development: A UNDP Primer*. New York, NY, USA: UNDP, 2009.
- [6] United Nations World Tourism Organization, *Tourism and the Sustainable Development Goals*. Madrid, Spain: UNWTO, 2018.
- [7] S. E. Nurhidayati, "Community-based tourism sebagai pendekatan pembangunan pariwisata berkelanjutan," *Jurnal Kepariwisata Indonesia*, vol. 7, no. 1, pp. 1–16, 2012.
- [8] I. W. Ardika, "Pariwisata Bali: Pembangunan dan kebudayaan," *Jurnal Kajian Bali*, vol. 5, no. 2, pp. 1–16, 2015.
- [9] I. W. Rideng, I. N. Putra, and I. M. Suwitra, "The development of Bali tourism through cultural and local wisdom," *International Journal of Entrepreneurship*, vol. 24, no. 5, pp. 1–10, 2020.
- [10] R. Rahmawati and A. Suryani, "Penguatan kelembagaan desa adat dalam pengelolaan pariwisata berbasis kearifan lokal," *Jurnal Ilmu Sosial dan Humaniora*, vol. 8, no. 2, pp. 145–156, 2019.
- [11] I. K. Suwena and I. G. N. B. Widayatmaja, *Pengetahuan Dasar Ilmu Pariwisata*. Denpasar, Indonesia: Udayana University Press, 2017.
- [12] I. G. B. Pitana and P. G. Gayatri, *Sosiologi Pariwisata*. Yogyakarta, Indonesia: Andi Offset, 2005.
- [13] I. D. G. A. P. Putra, "Desa adat dan pembangunan pariwisata di Bali: Tantangan dan peluang," *Jurnal Kajian Bali*, vol. 8, no. 1, pp. 123–140, 2018.
- [14] F. Muda, "Community participation in Indonesian sustainable tourism: A systematic review of models, impacts, and gaps," *Priviet Social Sciences Journal*, 2025.
- [15] E. F. Husen, "Sustainable tourism development through local wisdom in Pentingsari Tourism Village," *International Tourism Journal*, 2025.
- [16] I. Syafriyani, "Implementation of culture-based tourism and local wisdom in regional tourism development," *Jurnal Kebijakan dan Pelayanan Publik*, 2025.
- [17] M. Nuh, "Collaborative governance model in sustainable village tourism development: Kemiren Village tourism in Ijen Crater Geopark cultural site," 2024.
- [18] I. P. Sutarka, "Collaborative governance based on local wisdom in achieving sustainable development goals village," *Journal of Regional Economic and Human Development*, 2024.
- [19] P. L. O. Permadhi, "Reinforcement of local wisdom law in the protection of cultural tourism," in *Proceedings of Atlantis Press*, 2024.
- [20] F. Wijayanto, "Empowering local creators and governance for sustainable tourism village development," *Society*, 2025.