

## **Capacity Building and Community Empowerment Strategies Based on Local Wisdom: A Case Study of Cimande Village**

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### **Abstract**

This study explores strategies for capacity building and community empowerment in Cimande Village, focusing on the roles of the Tourism Awareness Group (Pokdarwis) and Micro, Small, and Medium Enterprises (MSMEs). The primary objective is to assess how local wisdom can be leveraged to enhance the economic and social wellbeing of the community through tourism. Using qualitative research methods, including in-depth interviews and direct observation, the study applies a SWOT analysis to identify internal and external factors affecting the success of tourism development in Cimande Village. Key findings highlight significant barriers such as limited entrepreneurial knowledge, inadequate product innovation, and insufficient use of digital marketing. Conversely, strengths include rich local culture, strong community participation, and government support. The discussion focuses on strategies to improve capacity building, particularly through education, infrastructure development, and stronger collaboration with the private sector. The study concludes that sustainable tourism development in Cimande depends heavily on continuous training and capacity enhancement, particularly in product innovation and digital marketing. Recommendations include establishing more formalized training programs for Pokdarwis and MSME operators, improving access to capital, and increasing efforts to secure business legality and certifications.

**Keywords:** capacity strengthening, community empowerment, local wisdom, pokdarwis, MSMEs, Cimande Village, sustainable tourism

## A. Introduction

The development of tourism in rural areas, particularly in tourism villages like Cimande, has become a significant focus of local and national government policies due to its potential to promote economic growth and cultural preservation. Cimande Village, located in Caringin District, Bogor Regency, is known for its rich culture and uniqueness of competitiveness, especially through ancestral traditions such as Pencak Silat Cimande and traditional medicine for broken bones 'Cimande massage'. In addition, the potential for natural tourism with beautiful scenery, surrounded by Mount Pangrango and Mount Salak, makes Cimande Village have its own attraction as a tourist destination. Cimande Village is known for its rich culture and local wisdom, which has great potential to be developed as a tourist destination. The development of tourism villages based on local wisdom not only increases tourist attractions, but can also serve as a tool for the empowerment of local communities, including MSMEs and Tourism Awareness Groups or Pokdarwis (Ishak, 2021; Ishak & Simanihuruk, 2021).

The main issue addressed in this research is the limited capacity of local communities, specifically Pokdarwis and MSMEs, to harness local wisdom and resources for sustainable tourism development. Many local enterprises face challenges in product innovation, inadequate knowledge of digital marketing, and securing business legality, which hinders their ability to compete in a growing tourism market (Briedenhann & Wickens, 2020). Furthermore, while government support exists, there is a lack of effective training programs and structured collaboration that can drive sustainable economic benefits for the community (Garcia & Rivera, 2021).

Previous studies have highlighted the importance of community-based tourism and local wisdom in enhancing tourism experiences and economic gains. For instance, studies by Garrod & Fyall (2021) and Lee & Han (2019) emphasize the role of local traditions and community involvement in tourism success. However, research in Cimande Village has primarily focused on its cultural aspects, with limited exploration of the practical challenges faced by local entrepreneurs and tourism actors in optimizing these resources. While past research has acknowledged the importance of local wisdom in tourism development, little attention has been given to the operational and strategic challenges faced by rural communities in turning cultural heritage into economically viable tourism products. This research aims to fill this gap by

focusing on the capacity-building needs of Pokdarwis and MSMEs in Cimande Village and identifying practical strategies to overcome these challenges. The novelty of this study lies in its focus on combining traditional cultural practices with modern entrepreneurship strategies, specifically targeting digital marketing, product innovation, and business legality for local actors by capacity strengthening and empowerment through the tourism sector. This approach is relatively underexplored in previous studies on rural tourism development in Indonesia.

The importance of this research is in terms of understanding the dynamics of capacity strengthening and empowerment through the tourism sector. The potential of the results of this research is beneficial for policymakers, practitioners, and local communities. (Setiawan et al., 2023). This research aims to explore how capacity strengthening and community empowerment can be optimized through the development of Cimande Tourism Village. The focus is on the role of Pokdarwis (Tourism Awareness Groups) and MSMEs (Micro, Small, and Medium Enterprises) in utilizing local wisdom as social and economic capital. Development of an effective community empowerment model through capacity building in the management of tourist villages. This study examines how Pokdarwis and MSMEs in Cimande Village contribute to strengthening capacity and community empowerment and identify effective strategies in the development of Cimande tourism villages that support local economic empowerment (Soeswoyo et al., 2023).

## **B. Literature Review**

Previous research on community-based tourism (CBT) and local wisdom has consistently emphasized the importance of community involvement and empowerment in tourism development. Studies by Garrod & Fyall (2021) and Briedenhann & Wickens (2020) highlight that leveraging local culture and traditions is key to successful tourism models. Furthermore, Lee & Han (2019) argue that community participation is crucial for sustainable tourism, as local actors must take ownership of tourism development initiatives to ensure their long-term success. Studies on MSMEs and Pokdarwis show the significance of training and capacity building for local tourism actors. Research by Mulyana & Rustiadi (2020) underscores the need for continuous training programs to enhance the entrepreneurial skills of MSMEs, particularly in product innovation and business management. Additionally, Fitriana & Rahayu (2019) discuss the

importance of empowering local businesses through education, especially in using digital marketing tools, as a means to strengthen tourism competitiveness.

The development of Cimande Tourism Village not only aims to increase tourist attractions, but also to improve the economic welfare of the local community through the empowerment of Pokdarwis and MSMEs. With the right strategies, such as training, workshops, and cultural support, it is hoped that it will be able to improve people's skills and knowledge in entrepreneurship, especially in the management of tourism products based on local wisdom (Setiawan et al., 2023). This research will contribute to understanding how elements of local culture and community involvement can be integrated in sustainable tourism development strategies. In addition, this research will also identify the challenges faced and proposed solutions to improve the effectiveness of community empowerment in the context of tourism villages (Ishak & Simanihuruk, 2021).

A tourist village is an area that has tourism potential based on culture, nature, and the daily activities of the local community that can attract tourists. Key elements in the development of tourism villages include tourist attractions, accessibility, facilities, and local community involvement (Garrod & Fyall, 2021; Mulyana & Rustiadi, E., 2020). Tourism villages aim to improve the welfare of local communities through tourism-based economic empowerment (Prasetyo & Nugroho, 2019). The development of tourist villages provides various benefits for local communities, such as economic improvement, cultural preservation, and improvement of quality of life through job creation and increased income (Wibisono & Kartika, 2018; Zhao et al., 2019). Other benefits include environmental preservation and improvement of local infrastructure (Sari & Putra, 2020).

Case studies from various regions show that the success of tourism villages depends on the active participation of the community and cooperation between the government, the community, and the private sector (Ghaderi et al., 2018). For example, the development of a tourist village in Yunnan, China was successful because of the collaboration between various parties involved (Briedenhann & Wickens, 2020). In Indonesia, the Nglanggeran Tourism Village in Yogyakarta is successful because of community participation in tourism management and promotion (Mulyana & Rustiadi, E., 2020). The best models applied in tourism village development include a community-based approach that focuses on the empowerment and participation of local communities. This model has been successfully implemented in several tourist

villages in Korea, where community participation is the key to successful development (Lee & Han, 2019). A similar approach is applied in Cimande Tourism Village by integrating local wisdom and culture-based training (Wijaya & Dewi, 2018). Community empowerment is the process of increasing the capacity of individuals or groups to make choices and turn those choices into desired actions. Capacity building refers to efforts to improve the skills, knowledge, and ability of communities to actively participate in tourism development (Anwar & Yusuf, 2020; Dangi & Jamal, 2021). Empowerment also includes improving decision-making capabilities and access to resources (Fitriana & Rahayu, 2019).

The theoretical framework of empowerment in the context of tourism includes the dimensions of participation, collaboration, and sustainability. This dimension reflects how communities can be actively involved in planning and decision-making, as well as how collaboration between different parties can support the sustainability of tourism development (Espinoza & Suryandari, 2021). In Cimande Tourism Village, the theory of empowerment is applied through training and workshops that focus on building community capacity (Susanti & Rahmawati, L, 2019). Micro, Small, and Medium Enterprises (MSMEs) and Tourism Awareness Groups (Pokdarwis) play an important role in the development of the local economy. MSMEs can create jobs and increase people's income, while Pokdarwis can manage and promote local tourism potential (Mensah & Blankson, 2020; Santoso & Lestari, 2017). In Cimande, MSMEs and Pokdarwis play a role in creating local products that are attractive to tourists (Fitriana & Rahayu, 2019). The main challenges faced by MSMEs and Pokdarwis include limited access to capital, lack of management skills, and challenges in marketing. Successful strategies that have been identified include training and workshops to improve skills, support from government and non-governmental agencies, and networking and collaboration development (Garcia & Rivera, 2021; Sari & Putra, 2020). In Cimande Tourism Village, cultural support and training based on local wisdom help overcome these challenges (Prasetyo & Nugroho, 2019).

Although much research has been conducted on tourism village development and community empowerment, there is still a gap in understanding how local wisdom can be effectively integrated in tourism development. Further research is needed to explore how cultural training and support can support community capacity building and empowerment (Cui & Ryan, 2020; Ramadhan & Putri, 2018). Despite these findings, several gaps

remain in the literature. First, while previous studies focus on community participation, they often overlook the operational challenges faced by local tourism actors, such as MSMEs and Pokdarwis, in adapting to modern business practices. Specifically, there is little research addressing the legal barriers and difficulties in accessing digital platforms for marketing purposes. Second, much of the existing literature examines community-based tourism broadly, with limited focus on practical strategies for integrating local wisdom with modern business tools. This research seeks to fill these gaps by investigating the specific needs of Pokdarwis and MSMEs in Cimande Village, focusing on product innovation, business legality, and digital marketing.

Recent community service studies emphasize the need for government and organizational support in capacity building for local tourism actors. A study by Garcia & Rivera (2021) discusses how collaboration between the government, private sector, and community can effectively enhance tourism capabilities, particularly in underdeveloped regions. Moreover, Pearce, Moscardo, and Ross (2019) stress the importance of empowering local communities by providing access to digital marketing tools and enhancing legal frameworks to protect local businesses. These findings align with the need for structured, continuous training programs that equip MSMEs and Pokdarwis with the necessary skills for sustainable tourism management in Cimande Village. The proposed theoretical framework includes the relationship between capacity building through training and workshops, community empowerment through cultural support, and its impact on the development of tourist villages. This model will help understand how these factors interact with each other and contribute to the success of the development of tourism villages based on local wisdom (Hwang et al., 2021; Wibisono & Kartika, 2018).

### **C. Research Methods**

This study uses a qualitative approach with a case study method to gain a deep understanding the community empowerment and capacity-building processes in Cimande Village. The case study method is ideal for exploring complex social phenomena in their real-life context, making it suitable for analyzing how Pokdarwis and MSMEs contribute to tourism development. The population of the study consists of members of Pokdarwis and MSMEs in Cimande Village. A purposive sampling technique was used to select key informants, including 15 Pokdarwis members and 10 MSME operators, who are directly involved in tourism activities. The population of the study consists

of members of Pokdarwis and MSMEs in Cimande Village. A purposive sampling technique was used to select key informants, including 6 Pokdarwis members, 6 MSME operators and several local community seniors and leaders who are directly involved in tourism activities.

Data were collected through in-depth interviews, participant observation, and document analysis. Interviews were conducted with selected community members, focusing on their roles in tourism, challenges faced, and strategies used for business growth. Observations were made during tourism-related activities to assess community engagement. Participatory observation also be carried out to understand the social and cultural dynamics that affect the development of tourist villages. In addition, analysis of documents and related literature will be used to support the research findings.

The data analysis followed thematic analysis principles, where the collected data were coded and categorized into themes related to community capacity building, local wisdom, and tourism development. SWOT analysis was also used to identify strengths, weaknesses, opportunities, and threats facing the community. The results were then triangulated with document analysis and observation data to ensure validity and reliability.

#### **D. Result and Discussion**

Cimande Village, which is flanked by two mountains, namely Mount Pangrango and Mount Salak, Cimande Village has a fairly beautiful landscape with clean and fresh air. Cimande Village has an area of 252 hectares, with a total population of 6,800 people (Soeswoyo et al., 2023). In the four classifications of tourism village development, namely Pioneer, Developing, Advanced and Independent Tourism Villages, Cimande Village is included in the lowest category, namely as a Pioneer Tourism Village. Although this village has been visited quite a lot by those who want to learn pencak silat, do traditional medicine for broken bones, and religious tourism, there are still many tourism supporting facilities that have not been developed such as components of tourism products.

Pencak silat is an Indonesia martial art that has been designated by UNESCO as one of the *cultural heritage* world in 2019. Cimande pencak silat is one of the oldest silat genres in Indonesia, which in 2022 has been designated by the government as a national cultural heritage. Every community that learns Pencak Silat Cimande, is obliged to carry out a vow procession known as Ta'leq Pencak Cimande, where the content of the Ta'leq includes 14 promises that

contain noble values, norms and behaviors that are upheld and inherited by Cimande's ancestors to the next generation from generation to generation (Khairul, 2024).

Based on direct observation and in-depth interviews with MSME actors in Cimande Tourism Village, the author identifies several inhibiting factors that are priority problems and need special attention. First, the limited knowledge of MSME actors in entrepreneurship, especially in terms of processing food and beverage business products typical of Cimande Village, is one of the main obstacles. Many business actors do not have adequate skills to improve the quality and variety of their products, thus affecting competitiveness in the market (Anwar & Yusuf, 2020).

Second, the people of Cimande Village still have limited knowledge in utilizing local raw materials into tourism products with high economic value. Distinctive and quality souvenir products are important in providing memories for tourists as one of the elements of tourism awareness. However, the lack of innovation in the processing of local raw materials results in low added value of the products produced (Garcia & Rivera, 2021). This is an important concern because it can affect the level of visits and satisfaction of tourists visiting Cimande Village.

Third, the skills of the people of Cimande Village in making attractive packaging for their products are also still very limited. Traditional products such as wajit, balapulang, ali cakes, and goyang flower cakes are still packaged simply using food plastic and mica. In fact, packaging is one of the spearheads of product sales that are directly facing consumers (Fitriana & Rahayu, 2019). Lack of knowledge about good and safe packaging and information that must be included in a package (label) is a significant obstacle in increasing the attractiveness of products.

Fourth, MSME actors in Cimande Village are still limited in terms of promotion and sales techniques that utilize digital technology. Knowledge and skills in the field of marketing management are still very lacking, so many business actors have not been able to utilize social media and other digital platforms to market their products (Ramadhan & Putri, 2018). This is a major obstacle in today's digital era, where online marketing can provide a wider and more effective market reach.

Finally, understanding the importance of business legality is also still minimal among MSME actors in Cimande Village. Many home-based business actors are not aware of the importance of having a P-IRT (Household



Industrial Food Production Certificate) permit as a written guarantee from the government for production products that meet the requirements and food safety standards (Mulyana & Rustiadi, E., 2020). This certification is important to provide confidence to consumers and open up wider market opportunities. In addition, limited business capital to increase production is also a significant inhibiting factor. Many MSME actors have difficulty getting access to capital to develop their businesses, thus hindering growth and innovation (Briedenhann & Wickens, 2020).

### **The Role of Pokdarwis in the Development of Tourism Villages**

Pokdarwis, which stands for Tourism Awareness Group, plays an important role in the development of tourism villages in Indonesia. The organization is made up of local community members who aim to promote and manage tourism in their villages in a sustainable and inclusive way. This article will explore the role of Pokdarwis in the development of tourism villages, focusing on community capacity building, community empowerment, and the application of best practices from various case studies in Indonesia and abroad. References from accredited journals will be used to support this discussion. Pokdarwis is a group formed by village communities with the aim of managing and promoting local tourism potential. They act as mediators between the government, investors, and local communities in tourism development. According to Anwar & Yusuf, (2020), Pokdarwis also functions as a facilitator in increasing the capacity of the community to be actively involved in the tourism industry.

Increasing community capacity is one of the main roles of Pokdarwis. This process includes training, workshops, and technical support provided to the community to develop their skills and knowledge in the tourism sector (Ishak & Simanihuruk, 2021). (Anwar & Yusuf, 2020) stated that increasing community capacity has a significant impact on the success of tourism villages. (Cui & Ryan, 2020) and (Soeswoyo et al., 2023) emphasizing the importance of community participation in sustainable tourism development. They show that trained and informed communities are better able to manage and harness the potential of local tourism. Community empowerment is a process in which local communities are given the authority and ability to make decisions that affect their own lives. In the context of tourism, this means that communities have control over how tourism is developed and run in their villages. (Setiawan et al., 2023). Meanwhile (Garcia & Rivera, 2021) highlighting that community

empowerment through Pokdarwis can improve the economic and social welfare of local communities. They show that empowered communities tend to have a greater sense of ownership over tourism projects and are more committed to ensuring their sustainability.

Cimande Tourism Village is one of the successful examples of the implementation of the role of Pokdarwis in tourism development. (Fitriana & Rahayu, 2019) reported that Pokdarwis in Cimande has succeeded in increasing community involvement through various training programs and workshops. These programs not only improve the tourism skills of the community but also strengthen the social and economic networks in the village. (Briedenhann & Wickens, 2020) gave an example from South Africa where local communities are actively involved in tourism development in Theewaterskloof Municipality. They found that strong community involvement can improve the sustainability of tourism projects and provide significant economic benefits to local communities.

The main challenges in developing tourist villages through Pokdarwis include lack of resources, resistance from some communities, and lack of support from the government. However, with the right strategy, these challenges can be overcome. Prasetyo & Nugroho (2019) identified several successful strategies, including cooperation between Pokdarwis and local governments, as well as empowering MSMEs to support the tourism economy. They also emphasized the importance of a participatory approach in which local communities are involved in every stage of tourism development.

Pokdarwis in Cimande Tourism Village has played an important role in local tourism management by introducing various initiatives aimed at improving the quality and sustainability of tourist destinations. They have successfully implemented a structured management system that includes environmental supervision, infrastructure development, and the maintenance of local culture. According to Soeswoyo et al., (2023), Pokdarwis in Cimande has leveraged local wisdom to manage homestays and tourist attractions, which not only improves the quality of services but also ensures that cultural values are maintained. In addition, the training programs organized by Pokdarwis have improved the ability of the community to manage tourism businesses independently and professionally.

In the field of marketing, the Cimande Tourism Village Pokdarwis has implemented various effective strategies to attract domestic and international tourists. They have utilized digital technology and social media to promote the

village's tourist attraction at large. This is reinforced by research Soeswoyo et al., (2023), which shows that the digital marketing strategy carried out by Pokdarwis has significantly increased the number of tourist visits. In addition, Pokdarwis also collaborates with travel agents and local governments to organize cultural festivals and promotional events that successfully attract tourists. Through these various marketing initiatives, Pokdarwis has succeeded in strengthening the image of Cimande Tourism Village as an attractive and sustainable destination.

### **Contribution of MSMEs in Economic Empowerment of Tourism Villages**

Micro, Small, and Medium Enterprises (MSMEs) play an important role in the economic empowerment of tourist villages. MSMEs not only create jobs but also contribute to community income and local economic development. The role of MSMEs in tourism villages is very significant, especially in the context of sustainable community-based tourism development. MSMEs in tourist villages function as the main drivers of the local economy by providing various products and services that attract tourists. Typical products such as handicrafts, traditional food, and souvenirs are a special attraction for tourists. Study by Hwang et al. (2021) and Prasetyo & Nugroho (2019) shows that MSMEs in Cimande Tourism.

Village have succeeded in increasing the income of the local community through the sale of unique products based on local wisdom. In addition, MSMEs also play a role in improving people's skills and capacity. Trainings and workshops organized by various institutions, including the government and non-governmental organizations, have helped MSME actors to improve the quality of their products and business management (Dalimunthe et al., 2022; Nugroho & Fontana, 2023). This is in line with the findings of, who stated that the MSME empowerment program in Cimande Tourism Village has succeeded in increasing the competence and business capacity of the community.

Cimande Tourism Village has various strong potentials for tourist attractions other than Cimande *silat penca*, one of which is through the culinary field. Gastronomy can be one of the right strategies in the development of Cimande Village tourism products, because distinctive culinary is an important supporting component of tourism, and can be an identity in the development of tourism based on local wisdom. Culinary that is distinctive and rarely found in other places, is in great demand by tourists, both domestic and foreign

tourists. In this case, universities have a quite strategic role in the development of culinary tourism, especially those that have a Culinary study program with various traditional food innovations that have distinctive flavors but have a contemporary appearance (Sedyastuti, 2018; Susanti & Rahmawati, L, 2019).

Gastronomic tourism or known as culinary tourism is another way to enjoy tourist attractions while also preserving culture through the field of food and beverages, so it is very supportive in the development of tourism (Setiawan et al., 2023). Innovation is the key to the success of MSMEs in tourism villages. MSMEs that are able to innovate by creating new unique and interesting products have a greater chance of success. For example, MSMEs in Cimande Tourism Village develop innovative products such as handicrafts from natural ingredients and processed foods based on traditional recipes that have been modified for modern tastes. According to research by (Anwar & Yusuf, 2020), product innovations carried out by MSMEs in tourist villages not only increase tourist attraction but also expand the market and increase income.

Product diversification is also an important strategy for MSMEs. By offering a wide range of products, MSMEs can reach more market segments and reduce the risk of dependence on one type of product. Ramadan & Putri, (2018) noted that product diversification by MSMEs in Cimande Tourism Village has increased the economic stability of the community and reduced the negative impact of fluctuations in market demand. The role of the government in supporting MSMEs in tourist villages is also very important. The government can provide support in the form of training, access to capital, and adequate infrastructure. Susanti & Rahmawati, L, (2019) and Alert (2014) revealed that the collaboration between the government and MSMEs in Cimande Tourism Village has succeeded in creating a conducive and sustainable business environment. In addition, government assistance programs such as people's business loans and subsidies for business training have helped MSMEs to develop and contribute more to the village economy.

Collaboration between MSMEs and the private sector also has a positive impact on the economic development of tourist villages. Partnerships with large companies can open access to a wider market and increase the competitiveness of MSMEs (Riani et al., 2024). Study (Sari & Putra, 2020) shows that the collaboration between MSMEs in Cimande Tourism Village and large tourism companies has increased the exposure of local products and increased the number of tourists who visit. Although MSMEs have great potential in economic empowerment of tourist villages, they also face various challenges

such as limited capital, market access, and management capabilities. To overcome these challenges, appropriate strategies are needed such as increased access to financial resources, ongoing training, and business network development. According to Yana & Rustiadi, E. (2020), the success of MSMEs in tourism villages is highly dependent on their ability to adapt to market changes and continuously improve the quality of products and services.

Cimande Tourism Village in West Java has become a successful example of community-based tourism development. One of the key factors for this success is the role of Micro, Small, and Medium Enterprises (MSMEs) in driving the local economy. MSMEs not only provide products and services needed by tourists but also create jobs, increase people's income, and promote local wisdom (Lubis et al., 2020; Wahyuhana et al., 2021). MSMEs play a role as the backbone of the tourism village economy. In Cimande, MSMEs produce various local products such as handicrafts, traditional foods, and souvenirs that attract tourists. According to Prasetyo & Nugroho (2019), MSMEs in Cimande Tourism Village have succeeded in increasing community income through the sale of products based on local wisdom. These products not only have economic value but also preserve local culture and traditions.

Trainings and workshops held by various institutions have helped MSME actors in Cimande improve product quality and management skills (Ishak, 2024). Anisah et al., (2024) and Kardashians (2019) noted that the MSME empowerment program in Cimande Tourism Village has improved the competence of business actors and expanded their knowledge of marketing, financial management, and product innovation. This training helps MSMEs become more competitive and able to meet the needs of an increasingly dynamic market. For example, they developed processed foods based on traditional recipes that have been modified for modern tastes. Product innovations carried out by MSMEs in Cimande Tourism Village have increased tourist attraction and expanded the market, which in turn increases the income of the local community (Khairul, 2024).

Product diversification is also important for the success of MSMEs. By offering a wide range of products, MSMEs can reach more market segments and reduce the risk of dependence on one type of product. Ramadan & Putri (2018) shows that product diversification by MSMEs in Cimande Tourism Village has helped improve the economic stability of the community and reduce the negative impact of fluctuations in market demand, this is in line with previous research by Runtuuwu & Soamole (2022). Government support is

very important for the success of MSMEs in tourist villages. The government can provide support in the form of training, access to capital, and adequate infrastructure (Pusiran & Xiao, 2013; Suyadi et al., 2022). Susanti & Rahmawati, L (2019) revealed that the collaboration between the government and MSMEs in Cimande Tourism Village has created a conducive and sustainable business environment. Government assistance programs such as people's business loans and subsidies for business training have helped MSMEs develop and contribute more to the village economy.

Partnerships with large companies open access to a wider market and increase the competitiveness of MSMEs. (Sari & Putra, 2020) noted that the collaboration between MSMEs in Cimande Tourism Village and large tourism companies has increased the exposure of local products and increased the number of tourists who visit. Although MSMEs have great potential in economic empowerment of tourist villages, they also face various challenges such as limited capital, market access, and management capabilities. To overcome these challenges, appropriate strategies are needed such as increased access to financial resources, ongoing training, and business network development. (Mulyana & Rustiadi, E., 2020) stated that the success of MSMEs in tourism villages is highly dependent on their ability to adapt to market changes and continuously improve the quality of products and services.

### **SWOT Analysis in an Effort to Increase the Capacity of Pokdarwis and MSMEs in Cimande Village**

Cimande Village is known as one of the high-potential tourist villages in Indonesia, mainly because of its local wisdom and cultural attractions. To optimize this potential, increasing the capacity of tourism awareness groups (Pokdarwis) and MSMEs is very important. A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis can help identify internal and external factors that affect the success of these efforts. Based on the last five years of research, the following is a SWOT analysis for Pokdarwis and MSMEs in Cimande Village. Table 1 explains indicators show the SWOT of Cimande Village.

Table. 1 SWOT Analysis Cimande Village

<b>Strengths</b>	<b>Weaknesses</b>
1. Rich Natural and Cultural Resources: Cimande Village has a wealth of natural and	1. Infrastructure Limitations: Infrastructure in Cimande Village is still limited, which

<p>cultural properties that attract tourists. This uniqueness provides a solid foundation for the development of cultural and nature-based tourism products and services (Prasetyo &amp; Nugroho, 2019)</p> <ol style="list-style-type: none"> <li>2. Community Commitment and Participation: Pokdarwis and MSMEs in Cimande show a high level of participation and commitment in developing tourist villages. This is reflected in various local initiatives to improve tourist attraction and service quality (Mulyana &amp; Rustiadi, E., 2020).</li> <li>3. Government and Non-Governmental Institutional Support: There is significant support from the government and various non-governmental institutions in the form of training, financial assistance, and promotion of tourist villages (Susanti &amp; Rahmawati, L, 2019).</li> </ol>	<p>can hinder the accessibility and comfort of tourists. These limitations include inadequate roads, suboptimal public facilities, and lack of public transportation (Anisah et al., 2024; Fitriana &amp; Rahayu, 2019).</p> <ol style="list-style-type: none"> <li>2. Limited Human Resources: Despite strong commitment, many Pokdarwis members and MSMEs are still lacking in management and marketing skills (Ishak, 2024). This results in low operational efficiency and competitiveness (Anwar &amp; Yusuf, 2020).</li> <li>3. Limited Capital: Many MSMEs face difficulties in obtaining capital to develop their businesses. This limits their ability to innovate and expand the market (Ramadhan &amp; Putri, 2018).</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Increased Interest in Local and International Tourism: There has been an increase in interest in village and cultural tourism from both local and international tourists. This trend opens up great</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Competition with Other Tourist Destinations: Competition with other tourist villages that also develop superior products and services can be a threat to Cimande Village. To</li> </ol>

- opportunities for Pokdarwis and MSMEs to develop more attractive and diverse tourism products (Briedenhann & Wickens, 2020).
2. Collaboration with the Private Sector: Collaboration with large companies and digital platforms can help MSMEs expand their market reach and increase sales of their products. It could also open up access to modern technology and business practices (Garcia & Rivera, 2021).
  3. Government Programs for Tourism Village Development: The Government of Indonesia continues to support the development of tourism villages through various programs and policies. This includes grantmaking, training, and better infrastructure (Dangi & Jamal, 2021).
- overcome this, there needs to be a strong differentiation strategy (Lee & Han, 2019; Setiawan et al., 2023).
2. Changes in Economic Conditions: Fluctuations in the global and national economy can affect the number of tourists and their purchasing power. This can have a direct impact on the income of Pokdarwis and MSMEs (Mensah & Blankson, 2020).
  3. Environmental Impact: Uncontrolled tourism development can threaten the sustainability of the local environment and culture. Therefore, there is a need for a sustainable management strategy to maintain a balance between economic development and conservation (Cui & Ryan, 2020).

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Source: Research data processed (2024)

### **Strategy for Strengthening the Capacity of Cimande Tourism Village Based on SWOT Analysis**

Based on direct observation and in-depth interviews with MSME actors in Cimande Tourism Village, the author identifies several capacity building strategies based on SWOT analysis. The following is a discussion of these strategies and their comparison with previous studies:



Improving the skills and knowledge of MSME actors needs to continue to be carried out progressively through training and education programs that focus on business management, digital marketing, and product innovation. In addition, there needs to be an increased understanding of the importance of business legality and product certification. This is in line with research by (Fitriana & Rahayu, 2019) Demonstrating the importance of education and training in empowering local communities to improve the quality of tourism products and services. However, research done by (Mulyana & Rustiadi, E., 2020) emphasized that a participatory approach to training is more effective in increasing community engagement and commitment.

The strategy is to improve and develop basic infrastructure such as roads, public facilities, and public transportation to improve the accessibility and comfort of tourists. It also includes the development of digital facilities to support online marketing and promotion of tourist villages. Anwar & Yusuf (2020) highlighting that adequate infrastructure is the key to the success of tourism village development. However, research by Briedenhann & Wickens (2020) shows that infrastructure investment must be balanced with good management to ensure the sustainability of the local environment and culture.

The strategy is to Increase MSME actors' access to funding sources through partnerships with financial institutions, microloan programs, and support from the government and the private sector. It is also important to provide assistance in financial management for small business actors. (Ramadhan & Putri, 2018) emphasized that limited capital is one of the main obstacles to the development of MSMEs. Research by Garcia & Rivera (2021) emphasizing the importance of collaboration between MSMEs and financial institutions to provide access to easier and more affordable funding.

Developing diverse and innovative tourism products by utilizing local raw materials. This includes the development of souvenir products, signature foods, and cultural and nature-based tourism experiences. It is also important to improve skills in attractive and safe packaging design. (Prasetyo & Nugroho, 2019) show that product diversification is an important strategy to increase the attractiveness of village tourism. However, research by (Cui & Ryan, 2020) emphasized that diversification must be carried out while maintaining the sustainability of the local environment and culture.

Utilizing digital technology to improve the promotion and marketing of tourism products. This includes the use of social media, websites, and e-

commerce platforms to reach a wider market. In addition, there needs to be special training on digital marketing techniques for MSME actors. Lee & Han (2019) and (Sedyastuti, 2018) shows that digital marketing is one of the most effective ways to increase the visibility and attractiveness of tourist villages. However, research by Mensah & Blankson (2020) and Lubis et al. (2020) emphasizing the importance of a holistic approach to marketing, including direct marketing and collaboration with travel agents.

A comparative view of the development stages of Cimande Village with other successful tourist villages, highlighting key strategies, success factors, and challenges overcome is provided in Table 2 as following:

Table2. Comparative View of The Development Stages of Cimande Village with other Successful Tourist Villages

<b>Village Name</b>	<b>Development Stage</b>	<b>Key Strategies</b>	<b>Success Factors</b>	<b>Challenges Overcome</b>
Cimande Village	Pioneering	Training and education, infrastructure development, access to capital, digital promotion	Active community participation, government support, cultural preservation	Limited knowledge and skills, lack of digital marketing skills
Nglanggeran Village (Yogyakarta)	Developing	Community management, public participation, sustainable tourism practices	Strong community engagement, government cooperation, environmental conservation	Initial resistance from local residents, infrastructure development
Yunnan Village (China)	Advanced	Collaboration between government, private sector, and local communities, infrastructure	Effective collaboration, government support, cultural heritage preservation	Balancing economic growth with cultural preservation, managing large tourist numbers

Village Name	Development Stage	Key Strategies	Success Factors	Challenges Overcome
		development, cultural preservation		
Cimande Village (Bogor)	Stub	Training and education, infrastructure development, access to capital, digital promotion	Active community participation, government support, cultural preservation	Limited knowledge and skills, lack of digital marketing skills

Source: Research data processed (2024)

#### D. Conclusion

The strategy to strengthen the capacity of Cimande Tourism Village and Pokdarwis must include improving human resource skills, infrastructure development, increasing access to capital, diversifying tourism products, and increasing digital promotion and marketing. Based on SWOT analysis and comparison with previous studies, a holistic and participatory approach is the key to success in optimizing the potential of Cimande Village as a sustainable tourist destination. Pokdarwis has a very important role in the development of tourism villages in Indonesia. Through community capacity building, community empowerment, and the application of best practices, Pokdarwis can help ensure that tourism development provides sustainable and inclusive benefits for local communities. Case studies from Cimande and various other regions show that with the right support, Pokdarwis can be an effective catalyst for the successful and sustainable development of tourist villages.

MSMEs play an important role in the economic empowerment of Cimande Tourism Village. Through innovation, product diversification, government support, and collaboration with the private sector, MSMEs have succeeded in increasing people's incomes, creating jobs, and supporting sustainable local economic development. However, to achieve long-term success, MSMEs need to continue to develop their capacity and adaptability in facing market challenges and changes. The SWOT analysis shows that Cimande Village has many strengths and opportunities that can be used to increase the capacity of Pokdarwis and MSMEs. However, there are also weaknesses and

threats that need to be addressed with the right strategy. Increasing human resource capacity, infrastructure development, access to capital, and collaboration with the private sector are important steps that can be taken. Thus, Cimande Village can become a sustainable tourist destination and be able to provide significant economic benefits for the local community.

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