



Village Tourism Regional Development Plan Model with SWOT Analysis Approach

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ABSTRACT

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This study takes the “Village Tourism Regional Development Planning Model with the aim of providing knowledge about the preparation of development planning in Sesaot Village based on field findings during observations in Sesaot Village. Village planners have difficulty in preparing development plans. Planning activities make decisions because Sesaot Village has a variety of well-known tourist objects. The approach used is the SWOT Analysis Model because the preparation process is relatively simple, participatory, qualitative types of information are needed in the preparation, and can be applied to various sectors / fields, -- generic in nature, such as economic, socio-cultural, and environmental.

The purpose of writing is to provide an understanding and simulation of the use of SWOT analysis, as well as the resulting document to be used as a guide in the preparation of village development program planning. The targets were the RKPdes Drafting Team, also known as Team 11, and several sub-village heads representing 15 participants. The methods used were lectures, discussions and questions and answers, and filling out questionnaires before the presentation of the material (Pre-Test) and after the materialization ended (Post-Test), and simulation of the preparation of the RKPdes in the tourism sector.

The activity includes 2 (two) stages, namely presenting material and simulation. At the simulation stage, the steps taken in the preparation of the plan are:

- (1) Identify ; (a) 3 types of existing tourism objects, (b) strengths/strengths of each tourist attraction (Strength), (c) weaknesses of each tourist attraction (Weakness), (d) possible opportunities/opportunities that will arise – profitable, from each tourism object (Opportunity), and (e) the possible threats that will arise – which is detrimental, from each tourism object (Threat).
- (2) Determine the class interval.
- (3) Calculating the mean (mean) of SWOT.
- (4) Finding the SWOT score index.
- (5) Develop the Grand Strategy Matrix.
- (6) Formulating a tourism development strategy.

Through these stages, the magnitude of the SWOT weight index is $S = 2.493627$; $W = 0.902665$; $O = 2.161821$; and $T = 0.730721$. Thus, the coordinates of the points in the Grand Strategy Matrix can be known, namely from $S - W = 1.590962$ for the abscissa axis, and $O - T = 1.4311$ ordinate axis, so that they are in the first quadrant. So the strategy needed for tourism development is an 'aggressive' strategy (growth oriented strategy).

Keywords:

Development Planning, Village Tourism, SWOT Analysis

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I. PRELIMINARY

We realize that there have been rapid changes in villages throughout Indonesia, this is due to the rapid flow of global information that will color changes in the structure of national development to remote areas of the country that touch the development of rural areas. This is based on a change in the spirit of the development system at the village level, among others: First, villages are encouraged to progress and develop

according to the potential and aspirations of the community, which can make it a new growth area in rural areas. Second, funds in the form of a budget for financing village development are provided by the Center. Now, villages are no longer dependent on assistance from the provincial and district governments. Third, the pattern of planning and implementing village development is 'bottom up', where the process is fully under the control of the village government. Previously, the pattern of planning for village development was 'top-down', where the entire process of planning and implementing development was carried out by the provincial and district governments.

This fundamental change has the consequence of a shift in rights and responsibilities. One of them is the preparation of the Village Medium-Term Development Plan (RPJMdes) and the preparation of the annual Village Government Work Plan (RKPdes), which is derived from the RPJMdes. The RPJMdes is prepared by the elected Village Head, and ratified by the Village Consultative Body (BPD) no later than 3 months after the elected Village Head is sworn in. While the RKPdes is compiled by all elements of the village by involving the participation of all existing elements.

The process and mechanism for the preparation of the two plans are regulated in Permendagri No. 114 of 2014 concerning Village Development Guidelines. The RPJMdes and RKPdes are comprehensive in scope covering all economic sectors and all socio-cultural aspects of society. On the one hand, this independence (in its budget and management plan), provides flexibility to plan development in accordance with the aspirations of the community. On the other hand, this independence requires adequate readiness and ability to produce good planning, and in accordance with the directives of the Minister of Home Affairs. Since the preparation of development planning is relatively new, in general the village has difficulties in its implementation, due to the ability and experience of human resources in the village. The existence of this gap experienced by village officials and community components that play a role in carrying out their functions and duties to carry out village development and this gap can be bridged by designing a Village Development Planning model in order to develop village tourism development.

The paradigm that is currently developing is to see the village as a node of economic growth in rural areas. Each village gets a source of development funding through the APBN in the amount of almost 1.5 billion per year, a number that is not small. These funds are the Village Revenue and Expenditure Budget (APBDes), which are used primarily to provide village infrastructure, promote the economy and socio-culture of the local community. With APBDes, villages are relatively independent in development, which previously relied heavily on provincial and district assistance.

In the management of the Village Revenue and Expenditure Budget (APBDes), by the Center, where the village is required to prepare the Village Medium-Term Development

Plan (RPJMdes) and the annual Village Development Work Plan (RKPdes). The preparation of the two plans is 'bottom up', which involves the participation of various elements of the village community (stakeholders), and the mechanism for their preparation in the village development plan deliberation scheme (musrenbangdes). This Musrenbangdes must be integrated with the Regency Musrenbang. This demand is relatively new because it previously adhered to a 'top down' pattern which was centralized.

The preparation of the RKPdes, on the one hand, provides independence in planning development in accordance with the aspirations of the community, and control in its implementation. On the other hand, this authority requires adequate readiness and capability to produce good planning. Several villages experienced difficulties in preparing development plans, one of which was Sesaot Village, Narmada District, West Lombok Regency. This information was revealed some time ago, when students of the Faculty of Economics and Business (Department of Development Studies) at the University of Mataram, who took the 'Regional Development Planning' course, conducted a field study in the village. Students are divided into several groups, with different objects of observation. One of the groups observes the processes and mechanisms in the preparation of village development plans. In their report, they said the planning officer had difficulty in preparing the development plan.

These difficulties are related to the rules and regulations that must be met, the standard mechanisms and procedures that must be carried out in the preparation stage, and the comprehensiveness of planning in the development sector. Meanwhile, the obstacles faced include the lack of Human Resources (HR) in terms of knowledge and skills in planning, completeness of data/information due to its comprehensive coverage (fields and sectors), time constraints (for example, RPJMdes is ratified no later than 3 months after the Village Head is elected) inaugurated), harmonize/adjust the plans prepared with the District Medium-Term Development Plan (RPJM) and Sectoral development plans, and others.

Based on the conditions faced, this paper provides studies and input to village officials for and to the community, religious leaders, community leaders, youth leaders and business community leaders, especially for stick holders in Sesaot Village, Narmada District, West Lombok Regency, Nusa Tenggara Barat in the form of providing training/simulation to officers in preparing village development plans.

1.2 Problems

Based on the previous explanation, thus the problem is that there is a gap between capabilities and limitations (human resource capabilities, completeness of data/information, availability of time schemes, and participation) to meet demands in accordance with standard guidelines that must be followed in the planning process. This gap can be bridged by providing training in the preparation of the RKPdes, which is

an annual development plan as an implementation of the RPJMdes.

1.3 Purpose

Training/simulation of village development planning preparation is given to officers involved in the process of preparing village development work plans (RKPdes). The process of preparing the RKPdes starts from the hamlet level through the hamlet deliberation mechanism (Musdus), to village deliberations (Musdus). This mechanism is a standard step that must be followed which has been determined by the Center.

Thus, the targets of the training activities are elements of the village government, including the Village Secretary (as the head of the RKPdes preparation team), Village Technical Implementers (Finance, General Affairs, Development, Government, and Welfare Heads), Regional Implementers (Dusun Head), Head of PKK Desa, elements of the BPD (Village Consultative Body), and others.

II. THEORY APPROACH

2.1 Concept Review

Participation is a voluntary contribution from the community in a project (development), which is self-determined and makes the community more sensitive in order to accept and respond to various development projects (Mikkelsen, 2005). Therefore, participatory planning implies community participation in the development planning process, starting from analyzing their problems, thinking about how to solve them, gaining confidence to solve problems, making their own decisions about alternative solutions to problems they want to overcome.

The reasons for participatory planning are needed, are (Conyers, 1991):

1. Community participation is a tool to obtain information about the conditions, needs, and attitudes of the local community without which development programs and projects will fail.
2. The community will trust development activities or programs more if they feel involved in the preparation and planning process, because they will know more about the ins and outs of the program and will have a sense of ownership of the program.
3. There is an assumption that it is a democratic right if the community is involved in the development process.

Meanwhile, Amartya Sen (in Conyers, 1991) stated the reasons for the need for participatory planning, namely:

1. Democracy and participation have a very important role in developing basic capacities.
2. Instrumental role to ensure that people can express and support claims to their rights, in the political and economic fields
3. Constructive role in formulating people's "needs" in a social context.

The forms of participation are (Chambers in Mikkelsen, 2005):

1. Cosmetic Labels

Often used to make the proposed project look more beautiful so that donor agencies and the government will be willing to finance the project.

2. Coopting Practice

Used to mobilize personnel at the local level and reduce project costs.

3. Empowering Process

It is interpreted as a process that enables local communities to analyze their problems, think about how to solve them, gain confidence to solve problems, make their own decisions about what alternative problem solving they want to choose. Furthermore, it is said that, there are several typologies of community or individual participation, namely:

1. Passive Participation, the community participates because it is required to participate in the development process, without the ability to change.
2. Participation in information giving, community participation is only limited to providing information needed by development planners by answering the questions asked. However, the community does not have the ability to influence the making of questions, and there is no opportunity to check the accuracy of the results of the research that has been done.
3. Participation by consultation, community participation is carried out in the form of consultation, there are outside parties as listeners who try to define the problems faced by the community and formulate solutions. In this consultation process there is no division in decision-making, everything is done by an outside party who is mandated to do this.
4. Participation for material incentives, this participation is more for the community to give the resources they have, such as labor and land, which will then be replaced in the form of food, money, or other materials.
5. Functional participation, community participation occurs by forming groups or committees initiated/encouraged by outsiders.
6. Interactive participation, the community is involved in analyzing and planning development. In this type of participation, groups may be formed together with donor agencies and have the task of controlling and deciding all problems that occur at the local level.
7. Self-mobilization, the community independently takes the initiative to carry out development without any intervention from outside parties, if any, the role of outsiders is only limited to assisting in the preparation of the framework. They have a full control function over the resources that will be used to achieve the welfare of the community.
8. Catalysing change, Participation by forming agents of change in society who later can invite or influence the community to make changes.
9. Optimum Participation, focusing more on the context and objectives of development and that will also determine the

form of participation that will be used. Participation will be optimal if you pay attention in detail to who will participate because not everyone can participate, and this method can also help determine the optimal strategy for development.

10. Manipulation, there is some participation but no real power, the community forms a group or committee but does not have the power to determine the direction of development.

In terms of planning at the village level, there are two types of planning, namely the Village Medium-Term Development Plan (RPJMdes) and the Village Government Work Plan (RKPdes). The preparation of the two plans is guided by:

1. Law no. 6 of 2014 concerning Villages
2. PP No. 43 of 2014 concerning Village Law
3. PP No. 47 of 2014 concerning Amendments to PP No. 43 Year 2014
4. Permendagri No.114 of 2014 concerning Village Development Guidelines.

The preparation of the RPJMdes and RKPdes is intended to provide opportunities for community participation in the planning, implementation and monitoring process of development carried out in the village, and is expected to suppress the occurrence of irregularities in the implementation process (UU No. 6 of 2014 concerning Villages).

The objectives of preparing the RPJMdes are:

1. Create a development planning document that provides direction for village financial policies, village development strategies, strategic goals, which are to be achieved for the next 6 years (according to the term of office of the Village Head).
2. Become the basis for the preparation of village program proposals to be financed by the APBDes, Regency-Provincial APBD and APBN.
3. As a material for evaluation and reflection of future development.
4. As a medium of information and measurement of the performance of the village government in relation to development achievements.

2.2. The process of preparing the RPJMdes is:

1. Team Formation.
2. Alignment of the direction of village development policies with the Regency.
3. Assessment of village conditions.
4. Preparation of proposed development plans needed by the hamlet through the Musrenbangdus mechanism
5. Drafting (combined hamlet development plans) through the Musrenbangdes mechanism.
6. Determination through Village Regulations

Musrenbangdes (with the Chairperson of the committee being the Head of the BPD) is an annual forum for village stakeholders to gather information and materials in preparing the RKPdes for the following year. The RKPdes is prepared annually based on the RPJMdes, and the implementation of

the preparation of the RKPdes takes place between July-September of the current year. The results of the preparation of the RKPdes are a planning document for the following year.

Musrenbangdes stages, namely:

1. Pre Musrenbangdes
 - a. Formation of the Organizing Team (TPM) by the Village Head
 - b. Formation of a Guiding Team (3 people) by TPM
 - c. Technical preparation for implementation by TPM
2. Implementation of Musrenbangdes, the participants are
 - a. Regional representation (hamlet)
 - b. Representation of various sectors
 - c. Age group representation
 - d. Representation of social groups
 - e. representation of government and private/business elements
 - f. Organizational representation

Later, a RKPdes Compiling Team of 7 - 11 people will be formed, with a team structure consisting of:

1. Supervisor (Village Head)
2. Chairman (Village Secretary)
3. Secretary (chairman of LPM - community empowerment institution)
4. Members (Village Officials, LPM, LPM Cadres, PKK Desa, and others)

The RKPdes draft is guided by:

- a. The results of the musrenbangdes agreement
- b. Indicative ceiling, which contains funding sources for development plans (planned village funds from the APBN, planned allocation of Village Funds, plans for financial assistance from the Regency and Provincial APBD).
- c. Village original income
- d. Local government plan
- e. The result of an inter-village cooperation agreement.

2.3. SWOT analysis

SWOT analysis is one of the metrics for measuring strengths, weaknesses, potentials, and threats according to the current company conditions.

According to Investopedia, the notion of SWOT analysis is a framework to evaluate a company's position in industry competition as well as to develop a strategic plan. Therefore, the company's SWOT analysis must be prepared realistically, according to facts, and based on the company's internal - external data.

Meanwhile, according to Business News Daily, the definition of SWOT analysis is a planning stage to help companies overcome problems and plan new targets to be achieved.

From this we can conclude that the notion of SWOT analysis is an analytical tool that aims to produce strategies for achieving new targets according to the company's current internal and external conditions.

Purpose of SWOT Analysis

Broadly speaking, a company's SWOT analysis has 4 specific objectives. More details about the 4 objectives of the SWOT analysis are as follows:

1. Analyze Strengths and Strengthen them

The first point, the purpose of a SWOT analysis is to carefully analyze the company's strengths compared to competitors, as well as ways to defend them.

2. Analyze Weaknesses and Reduce Their Impact

The purpose of the second company's SWOT analysis is to estimate the company's weaknesses that cannot be handled. After the list of company weaknesses is obtained, the analyst can discuss how to reduce the negative impact of these weaknesses, or even eliminate them altogether.

3. Analyzing the Source of Threats and How to Deal with It

The third point of the SWOT analysis is to analyze in depth the sources of threats that have the potential to emerge and have a negative impact on the business. In contrast to weaknesses, "threats" in a SWOT analysis are still "possible" to occur.

4. Analyzing Potential (Opportunities) and How to Achieve It

The last point of the purpose of the SWOT analysis is to make a full analysis of the company's potential in the future and make suggestions on how to achieve it. The nature of potential in a SWOT analysis is the same as a threat, which is something that has not happened yet, but can become a strength if you try it.

A SWOT analysis organizes your main strengths, weaknesses, opportunities, and threats into an organized list and is usually presented in a simple grid bar.

Strengths (strengths) and Weaknesses (weaknesses) are internal to your company. things you can control and can change. Examples include who is on your team, your patents and intellectual property, and your location.

Opportunities and Threats are external things that affect your business or things that happen outside your company in the larger market. You can take advantage of opportunities and protect against threats, but you cannot change them. Examples include competitors, raw material prices, and customer spending trends.

This technique was developed by Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data from Fortune 500 companies.

When you conduct a SWOT analysis, you will learn a solid strategy for prioritizing the work you need to do to grow your business.

For a SWOT analysis to be effective, company founders and leaders need to be deeply involved. This is not a task that can be delegated to someone else.

However, company leaders also cannot do the work alone. For best results, gather a group of people who have different perspectives on the company. Choose people who can represent various aspects of your company, from sales and customer service to marketing and product development. Everyone should have a part in this.

Innovative companies even look beyond their own internal ranks when they conduct SWOT analysis and solicit customer input to add their unique voice to business decision considerations.

If you are starting or running your own business, you can still do a SWOT analysis. Take additional perspectives from friends who know very little about your business, your accountants, or even vendors and customers. The key is to have a different point of view.

Businesses that use SWOT analysis to assess their current situation and determine strategies for moving forward. But remember that things are constantly changing and you need to reassess your strategy, starting with a new SWOT analysis every six to 12 months.

How to Do a SWOT Analysis

In conducting a SWOT analysis you must assemble a team to conduct a SWOT analysis. You don't need to analyze all day, an hour or two is enough.

Gather people from different parts of your company and make sure you have representatives from each. You will find that the various groups within your company have completely different perspectives. And this point is very important to make your SWOT analysis successful.

Conducting a SWOT analysis is similar to a meeting to hear opinions, to find out the right and wrong way of doing things. It is advisable to have everyone take notes and have everyone quietly come up with ideas for starting something. This prevents groupthink and ensures that all voices are heard.

After five to 10 minutes of brainstorming, put down all the notes and post them on the wall, remembering to group similar ideas together. Allow anyone to add additional notes at this point if someone else's idea sparks new thought.

Once all the ideas are organized, it is time to rank the ideas. use a voting system where everyone gets five or ten "votes" which they can share in any way they like. Making notes in different colors is useful for this exercise.

Based on the voting exercise, you should have a prioritized list of ideas. Of course, the list is up for discussion and debate, and someone in the room should be able to make the final decision on priorities. This is usually the CEO, but can be delegated to someone else in charge of business strategy.

You will want to follow the process of generating ideas for each of the four quadrants of your SWOT analysis: Strengths, Weaknesses, Opportunities, and Threats.

Sample Questions that can help inspire your analysis

Here are some questions you can ask your team while building your SWOT analysis. These questions can help explain each section and spark creative thinking in the team.

Strength

Strengths are internal and positive points of your company. These are things that are within your control. The example is

- What business processes are successful?
- What assets do you have on your team, such as knowledge, education, network, skills and reputation?

- What physical assets do you own, such as customers, equipment, technology, funding, and product patents? What competitive advantage do you have over your competitors?

Weaknesses

Weaknesses are negative factors that reduce your strengths. These are things you may need to improve on to be more competitive.

- Are there things you need to make your business more competitive?
- What business processes need improvement?
- Are there any tangible assets your company needs, such as funding or equipment?
- Are there gaps in your team?
- Is your position ideal for supporting your success?

Opportunities

Opportunities are external factors in your business environment that are likely to contribute to business success.

- Is the market for your business growing and are there trends that will encourage people to buy more of what you sell?
- Are there any events or events that your company can take advantage of in growing its business development?
- Are there any regulatory changes that will positively affect your company?
- If your business continues to grow, does that mean customers need your product?

Threats

Threats are external factors that you have no control over. You still have to consider this to put in place a contingency plan in dealing with problems that occur.

- Do you have any potential competitors who could enter your market?
- Will the supplier always be able to supply the raw materials you need at a suitable price
- Could future developments in technology change the way you do business?
- Has consumer behavior changed in a way that could negatively impact your business?
- Are there market trends that could pose a threat? (SWOT Analysis: Definition, Analysis Methods, and Examples (cpssoft.com))

III. ACTIVITY METHOD

3.1. Type of Method

This activity uses a descriptive analysis method, namely to examine the status of a human group, an object, a set of conditions, a system of thought or a class of events in the present (Nasir; 2011). Descriptive method describes events systematically, factually and accurately regarding the facts, nature and relationships between the phenomena studied. This study aims to make a systematic, factual and accurate picture or painting regarding the preparation of village development plans in Sesaot village with the target of the performance of village officials and stakeholders in the village.

3.2. Place and Time of Activity

Development planning activities were carried out in Sesaot Village. The time and place of implementation are determined jointly. Implementation of activities is carried out when participants/targets have free time, after their main activity is finished.

Method used:

- a. Material presentation.
- b. Discussion and question and answer.
- c. Fill out a questionnaire before the presentation of the material (Pre-Test) and after the presentation of the material ends (Post-Test).

Apart from being a preparation phase to start the activity, the Pre-Test is intended to obtain information about the knowledge of participants/audiences about the material to be delivered. Thus the presenter knows the initial conditions (starting level) of the material to be delivered to participants. While the Post-Test aims to determine the usefulness and understanding of participants after delivering the material, and to get input for improvement of material deficiencies.

- d. Simulation of RKPdes preparation in the tourism sector.

In the simulation, the object of tourism development was chosen because Sesaot Village has tourism potential, with a variety of tourism objects. The simulation results are a generic planning prototype as a document for the preparation of development plans in other fields.

- e. The tools used in the training activities are laptops, in-focus, wireless, manila paper (replacement for whiteboards), and markers.

f. Facilities: material hand-outs, and writing utensils (ballpoint books), and plastic folders. During the implementation, participants' consumption and transportation fees were also prepared.

- g. Documentation in the form of photos of activities, attendance, simulation results, and others.

3.3. Problem Solving Situation Analysis

Taking into account the problems faced in the preparation of the RKPdes, both from internal conditions and from external factors, the solution to the problem is to provide training in the preparation of development plans using a SWOT analysis approach. This analysis plans development strategies from existing internal conditions (strengths-weaknesses) associated with external factors/influences (opportunities-threats) (Rangkuti, 2009). In summary, the analysis formulates maximizing the potential possessed while overcoming weaknesses by taking advantage of opportunities and reducing the impact of threats. This analysis is generic; can be applied to planning various sectors / fields (economic, socio-cultural, and environmental). The preparation process is relatively simple, participatory in nature, and the qualitative information is known to the members of the drafting team making it suitable for village planning.

The preparation of development planning takes the setting of the Tourism Sector, because Sesaot Village has a variety of

tourism objects. In the development of tourism there are 4 (four) aspects that need to be considered, known as the 4A development concept, namely attraction (attractions), amenities (facilities), accessibility (affordability), and ancilliary (additional services) (Cooper et al, 1993, 1993). in Satriawati, et al, 2019). Attractions, namely tourism objects that require support from the availability of facilities (lodging, restaurants, transportation services, and others), ease of reach (transferability), and additional services (such as governance, information, and others). The relationship of these 4A aspects is described in the following chart.

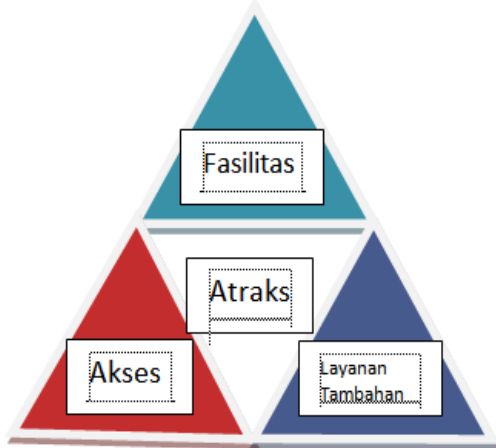


Figure 1. Chart of tourism object development

Thus, in the preparation of the Sesaot Village tourism development plan, a SWOT analysis/method is used which is linked to the 4A development concept.

2.4. Outcome Target

The output target of the training activity is the preparation of the RKPdes for Tourism Sesaot Village, as an example / 'prototype of development planning' for other sectors / fields.

IV. RESULTS AND DISCUSSION

4.1 Activity Results

Community Service in the form of providing training on the preparation of RKPdes planning with the SWOT Method was carried out on August 15, 2020. The location of the implementation is in the Sesaot Village Office Hall, Narmada District. The number of participants who attended was 15 people, consisting of the RKPdes Drafting Team and several representative hamlet heads.

The training activities are divided into 2 (two) stages, namely presenting materials and simulations. Prior to the delivery of the material, participants were distributed the Attendance List (attached) and Questionnaire (Pre-Test) to be filled in and withdrawn (attached). Presentation of the material is done with lectures in the form of knowledge about:

1. The need for planning;
2. Planning pattern;
3. Benefits of planning;
4. Participation and its types; and

5. SWOT and the steps.

The media used are laptop, in-focus, and wireless. In order to facilitate the understanding process, participants are given a hand-out in the form of a training module (attached). During the delivery of the material, the opportunity for discussion and question-and-answer was given, and at the end of the material delivery, a questionnaire was distributed (post-test attached).

The second stage is filled with simulation activities for the preparation of the RKPdes for the Tourism sector. The consideration is that Sesaot Village has various tourism potentials, and the results of the training in the preparation of development plans can be used as a reference for planning other sectors. Additional media to the media used previously (in the first stage) were manila paper (a substitute for whiteboards) and markers. In the midst of a simulation of the steps for preparing the RKPdes, the Devotion Team checked their results and at the same time assisted them in carrying out the steps.

At this stage:

1. Participants are asked to write down the following in the participant's notebook:

- a. identify 3 types of existing tourism objects.
- b. write down 3 items of internal strength (Strength) from 3 attractions.
- c. write down 3 items of internal weakness (Weakness) from 3 tourism objects.
- d. write down 3 items of possible external opportunities (Opportunity) that will appear – profitable, from 3 tourism objects.
- e. Write down 3 items of possible external threats (Threats) that will appear – which are detrimental, from 3 tourism objects.

2. The next step is the participants:

a. create categories/classes and scores, in this case set 5 categories and scores 1 – 5, namely:

- very bad/bad = 1,
- bad/bad = 2,
- enough/moderate = 3,
- good = 4, and
- very good = 5.

b. determine/find the class range (R) by:

The highest score (St) minus the lowest score (Sr),

or

$$R = St - Sr$$

$$= 5 - 1 = 4.$$

c. find the interval/class length (p) by:

Class range (R) divided by the highest score, or

$$p = R / St$$

$$= 4 / 5 = 0.8.$$

d. Create class criteria by using class length 0.8, as follows.

Table 1. Categories for Strength and Opportunity scores.

Category	Interval	Class
5	4.21 – 5.00	Very good

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- 4 3.41 – 4.20 OK
- 3 2.61 – 3.40 Fair/moderate
- 2 1.81 – 2.60 Bad/bad
- 1 1.00 – 1.80 Very bad/poor

- 3 2.61 – 3.40 Fair/moderate
- 2 1.81 – 2.60 Fine
- 1 1.00 – 1.80 Very good

3. Map the SWOT in the table.

Table 2. Categories for Weakness and Threat scores -- the positions are reversed.

- Category Interval Class
- 5 4.21 – 5.00 Very bad/poor
 - 4 3.41 – 4.20 Bad/bad

Summarizing the results of the identification of points 1 (a-e) carried out by the participants into a table, in this case the 3 results of the identification of the most common types of tourism objects and their SWOT (Strength, Weakness, Opportunity, and Threat).

The results are as follows:

Table 3. Types of tourism objects and their SWOT

Type of Tourism	Strength	Weakness	Opportunity	Threat
1. Bathing Pool Tour	a. Springs with sufficient water supply all year round b. Pool physical condition c. Supporting Facilities	a. Cleanliness of the pool and its surroundings (garbage and plastic) b. Pool physical condition c. Supporting facilities	a. Tourism development program from the government, and or sector b. Culinary tourism arrangement and development c. Employment and business opportunities for local residents	a. Covid-19 pandemic b. Competition from other Bathing Pool Tours c. Prone to transmission of infectious diseases
2. Camping Tours	a. Adequate camping ground area b. Clean water is quite available c. The attitude of the people who are ready to help	a. Equipment rental b. Management of camping sites/sites c. Supporting facilities	a. Outbound activities b. Business field for local residents c. Arrangement of camping sites/locations and provision of supporting facilities by the relevant Sector/Office	a. Garbage from camping activities b. Forest fires c. Vandalism
3. Waterfall Tour	a. Sourced from springs and flows throughout the year with a fairly large debit b. Clear and cool/cold water c. Protection and supervision by the community	a. road access b. Wednesday-signs and hints c. Supporting facilities	a. Student outbound activities b. Awareness of forest conservation c. Arrangement of location and provision of supporting facilities by the relevant Sector / Service	a. Logging/theft of trees b. Forest fires c. Plastic waste and vandalism

Table 4. Score and Average Strength of Bathing Pool Attractions

Type of Tourism Objects : 1. Bathing Pool Tour			
Participant	Score Strength		
	a. Air springs with sufficient air supply throughout the year	b. Clear and cool/water	c. Relatively lsrge Parking area
1	4	3	3
2	4	4	3
3	5	4	3
4	4	4	4
5	3	3	4

6	4	5	3
7	4	4	5
8	4	3	5
9	4	3	4
10	5	4	3
11	5	4	3
12	3	5	3
13	4	5	4
14	4	4	5
15	4	3	3
Total	61	58	55
Mean	4,066667	3,866667	3,666667
Category	(Good)	(Good)	(Good)
Weight	4	4	3

Total Mean = 11,6

Table 5. Score and Mean Strength from Bathing Pool Sightseeing

Types of Tourism Objects: 1. Bathing Pool Tour			
Participant	Score Strength		
	a. Springs with sufficient water supply throughout the year	b. Clear and cool/cold water	c. Relatively large parking area
1	4	3	3
2	4	4	3
3	5	4	3
4	4	4	4
5	3	3	4
6	4	5	3
7	4	4	5
8	4	3	5
9	4	3	4
10	5	4	3
11	5	4	3
12	3	5	3
13	4	5	4
14	4	4	5
15	4	3	3
Total	61	58	55
Mean	4,066667	3,866667	3,666667
Category	(Good)	(Good)	(Good)
Weight	4	4	3

Total Mean = 11,6

Table 6. Score and Everage Weakness from Bathing Pool Sightseeing

Types of Tourism Objects: 1. Bathing Pool Tour			
participan	Score Weakness		
	a. Cleanliness of the pool and its surroundings (garbage and plastic)	b. Physical condition of the pool	c. Supporting facilities
1	3	2	3
2	3	3	3
3	3	3	2
4	2	3	2
5	4	3	2
6	4	4	2
7	2	3	4
8	3	3	3
9	3	2	3

10	4	2	2
11	3	4	3
12	3	3	4
13	2	2	3
14	3	3	3
15	2	3	3
Jumlah	44	43	42
Mean	2,933333	2,866667	2,8
Category	(Enough)	(Enough)	(Enough)
Weight	3	3	3

Total Mean = 8,6

- a. Springs with sufficient water supply throughout the year
- b. Clear and cool/cold water
- c. Relatively large parking area

Table 7. Score and averages Weakness of Bathing Pool Tourism

Types of Tourism Objects: 1. Bathing Pool Tour			
Participant	Score Weakness		
	a. Cleanliness of the pool and its surroundings (garbage and plastic)	b. Physical condition of the pool	c. Supporting facilities
1	3	2	3
2	3	3	3
3	3	3	2
4	2	3	2
5	4	3	2
6	4	4	2
7	2	3	4
8	3	3	3
9	3	2	3
10	4	2	2
11	3	4	3
12	3	3	4
13	2	2	3
14	3	3	3
15	2	3	3
Total	44	43	42
Mean	2,933333	2,866667	2,8
Category	(Enough)	(Enough)	(Enough)
Weight	3	3	3

Total Mean = 8,6

Table 8. Opportunity scores and averages of bathing pool tourism objects

Types of Tourism Objects: 1. Bathing Pool Tour			
Participant	Score Opportunity		
	a. Tourism development program from the government, and or sector	b. Arrangement and development of culinary tourism	c. Employment and business opportunities for local residents
1	3	4	4
2	3	3	4
3	4	3	4
4	5	3	3
5	4	3	3
6	3	4	4
7	3	5	5
8	3	5	4
9	2	3	4
10	4	4	3
11	3	5	4
12	3	3	4
13	3	3	4

14	2	3	2
15	4	3	3
Total	49	54	55
Everages	3,266667	3,6	3,666667
Category	(Enough)	(Good)	(Good)
Weight	3	3	4

Total Everages = 10,53333

Table 9. Score and average Threat of Bathing Pool Tourism

Types of Tourism Objects: 1. Bathing Pool Tour

Participant	Score <i>Threat</i>		
	a. Covid-19 Pandemic	b. Competition from other Bathing Pool Tours	c. Prone to transmission of infectious diseases
1	4	3	2
2	5	3	2
3	5	2	2
4	5	2	2
5	4	3	1
6	4	2	2
7	3	3	1
8	4	3	3
9	4	3	3
10	4	3	2
11	4	3	2
12	3	2	2
13	5	2	2
14	4	2	3
15	4	3	1
Total	62	39	30
Everages	4,133333	2,6	2
Category	(Bad)	(Good)	(Good)
Weight	4	3	2

Total Everages = 8,733333

Table 10. Score dan Everages Opportunity of bathing pool tourism objects

Types of Tourism Objects: 1. Bathing Pool Tour

Participant	Score <i>Opportunity</i>		
	a. Tourism development program from the government, and or sector	b. Arrangement and development of culinary tourism	c. Employment and business opportunities for local residents
1	3	4	4
2	3	3	4
3	4	3	4
4	5	3	3
5	4	3	3
6	3	4	4
7	3	5	5
8	3	5	4
9	2	3	4
10	4	4	3
11	3	5	4
12	3	3	4
13	3	3	4
14	2	3	2
15	4	3	3
Total	49	54	55
Mean	3,266667	3,6	3,666667
Category	(Enough)	(Good)	(Good)
Weight	3	3	4

Total Mean = 10,53333

Table 11. Score and Average Strength of Camping Attractions

Type of Tourism Object: 2. Camping Tour			
Participant	Score Strength		
	a. Adequate camping area (camping ground)	b. Sufficient clean water is available	c. The attitude of the people who are ready
1	4	5	4
2	5	5	3
3	4	5	4
4	4	4	4
5	4	4	4
6	4	4	5
7	5	5	3
8	5	5	3
9	5	4	4
10	4	5	4
11	5	5	5
12	4	5	5
13	4	5	4
14	4	4	4
15	4	5	4
Total	65	70	60
Mean	4,333333	4,666667	4
Category	(Very Good)	(Very Good)	(Good)
Weight	4	5	4

Total Mean = 1

Table 12. Camp Attractiveness Score and Average Weakness

Participant	Score Weakness		
	a. Equipment rental	b. Site/campground management	c. Supporting facilities
1	2	2	3
2	1	2	2
3	1	2	2
4	2	1	2
5	2	1	2
6	2	3	2
7	1	3	1
8	1	1	1
9	3	2	2
10	2	2	3
11	3	2	2
12	1	2	1
13	2	1	2
14	2	3	3
15	2	2	2
Total	27	29	30
Mean	1,8	1,933333	2
Category	(Very less)	(Very less)	(Very less)
Weight	2	2	2

Total Mean = 5,733333

Table 13. Score and Average Opportunity of Camping Attractions

Type of tourism target:2. Camping Attraction			
Participant	Score Opportunity		
	a. Actipity outbond	b. Business field for local residents	c. Arrangement of camping sites/locations and provision of supporting facilities by the relevant Sector/Services
1	4	4	3
2	4	4	3
3	3	4	2

4	4	4	3
5	4	5	4
6	4	3	4
7	4	4	4
8	3	3	4
9	3	4	2
10	2	4	4
11	2	4	4
12	2	4	4
13	4	3	3
14	4	2	3
15	3	2	3
Total	50	54	50
Mean	3,333333	3,6	3,333333
Category	(Enough/Medium)	(Good)	(Enough/Medium)
Weight	4	4	4

Total Mean = 10,26667

Table 12. Threat scores and averages of Camping Attractions

Type of Tourist attraction : . Camping Tourism			
Participant	Score Threat		
	a. Garbage from camping activities	B, Forest fires	c. Vandalism
1	4	2	2
2	3	2	2
3	3	1	3
4	4	2	3
5	2	4	3
6	2	3	3
7	4	3	2
8	4	2	2
9	3	2	2
10	3	2	3
11	3	2	4
12	3	3	4
13	4	2	3
14	2	2	2
15	3	4	2
Total	47	36	40
Mean	3,133333	2,4	2,666667
Category	(Enough/Medium)	(Good)	(Enough/medium)
Weight	3	2	2

Total Mean = 8,2

Table 12. Skor dan rata-rata Strength dari Obyek Wisata Air Terjun

Type of Tourist attraction : 3. Waterfall Tour			
Participant	Score Strength		
	a. Sourced from springs and flows throughout the year with a fairly large debit	b. The water is clear and cool/cold	c. Protection and supervision by the community
1	4	5	3
2	4	4	3
3	4	4	2
4	5	4	2
5	5	5	2
6	4	5	3
7	5	4	3
8	3	4	3
9	5	4	2
10	4	4	3
11	4	5	3

12	4	5	2
13	5	4	3
14	4	4	3
15	4	4	3
Total	64	65	40
Mean	4,266667	4,333333	2,666667
Category	(Very Good)	(Very Good)	(Enough/Medium)
Weight	4	4	3

Table 13. Scor and Average Weakness from Waterfall Tourism

Type of Tourist attraction : 3. Waterfall Tour			
Participant	Score Weakness		
	a. Road Access	b. Sight and Intruptions	c. Supporting Pacilities
1	3	2	2
2	3	2	2
3	4	2	1
4	3	3	2
5	2	2	3
6	2	2	2
7	4	3	2
8	3	3	2
9	3	3	2
10	3	2	2
11	3	2	3
12	2	3	3
13	3	2	1
14	3	2	2
15	2	3	2
Amount	43	36	31
Mean	2,866667	2,4	2,066667
Category	(Enough/medium)	(Bad/les)	(Bad/les)
Weight	3	2	2

Total Mean = 7,333333

Table 14. Score and Average Oppotunity of Waterfall Tourism

Type of Tourist attraction : 3. Waterfall Tourism			
Participant	Scor Opportunity		
	a.Student Outbound Actipities	b. Awareness of forest conservation	c. Arrangement of location and provision of supporting facilities by the relevant Sector / Service
1	4	3	3
2	3	3	4
3	4	4	2
4	4	4	3
5	4	4	3
6	3	4	3
7	4	4	3
8	4	2	4
9	4	3	4
10	4	3	3
11	3	4	3
12	3	4	2
13	3	4	3
14	4	4	3
15	4	4	3
Amount	55	54	46
Mean	3,666667	3,6	3,066667
Category	(Good)	(Good)	(enough/medium)
Weight	4	4	3

Total Mean = 10,33333

Table 15. Threat score and Average of Waterfall Tourism

Jenis Obyek Wisata : 3. Waterfall Tour			
Peserta	Skor Threat		
	a. Penebangan/ pencurian pohon	b. Kebakaran hutan	c. Sampah plastik dan vandalisme
1	2	1	2
2	2	1	1
3	2	1	3
4	1	2	2
5	1	2	1
6	2	1	1
7	2	1	1
8	2	2	1
9	2	1	2
10	2	1	2
11	2	1	1
12	3	1	1
13	2	2	1
14	1	2	1
15	3	1	1
Total	29	20	21
Mean	1,933333	1,333333	1,4
Category	(Good)	(Very Good)	(Very Good)
Weight	2	1	1

Total Mean = 4,666667

5. Develop the Matrix Internal Factor Analysis Summary (IFAS) and Matrix External Factor Analysis Summary (EFAS) Before compiling the IFAS and EFAS Matrix, first look for the Weights of the internal factors (Strength and Weakness) and the Weights of the external factors (Opportunity and Threat) on the 3 tours.

Table 16. Weight of internal factors: Strength and Weakness to 3 tourism objects

Strength	Mean (1)	Mean (2)	Mean (3)	(4) = (1+2+3)	Weight (5) = (4/Amount Total)
Tourism 1 (a,b,c)	4,06667	3,86667	3,66667	11,6	0,201622
Tourism 2 (a,b,c)	4,33333	4,66667	4	13	0,225956
Tourism 3 (a,b,c)	4,26667	4,33333	2,66667	11,26667	0,195829
Weakness					
Tourism 1 (a,b,c)	2,93333	2,86667	2,8	8,6	0,149479
Tourism 2 (a,b,c)	1,8	1,93333	2	5,73333	0,099652
Tourism 3 (a,b,c)	2,86667	2,4	2,06667	7,33333	0,127462
Amount				57,53334	

Source : Strength Table 2, Table 6, and Table 10 – processed
Weakness Tabel 3, Table 7, and Table 11 – processed

Table 17. Table of score index of internal factors: Strength and Weakness to 3 tourism site

Internal Factors: Strength	Weight (B)	Rating (R)	Scor (B x R)
1. Bathing Pool Tour	0,201622	4	0,806489
2. Camping Tour	0,225956		0,903824
3. Waterfall Tour	0,195829	4	0,783314
Amount			2,493627
Weakness			
1. Bathing Pool Tour	0,149479	3	0,448436
2. Camping Tour	0,099652	2	0,199305
3. Waterfall Tour	0,127462	2	0,254925
Amount	1		0,902665
Total			3,396292

Table 18. Weight of external factors: Opportunity and Threat to 3 tourism objects

<i>Opportunity</i>	Mean (1)	Mean (2)	Mean (3)	(4) = (1+2+3)	Bobot (5) = (4/Jumlah Total)
Tourism 1 (a,b,c)	3,26667	3,6	3,66667	10,53333	0,199747
Tourism 2 (a,b,c)	3,33333	3,6	3,33333	10,26667	0,19469
Tourism 3 (a,b,c)	3,66667	3,6	3,06667	10,33333	0,195955
Threat					
Tourism 1 (a,b,c)	4,13333	2,6	2	8,73333	0,165613
Tourism 2 (a,b,c)	3,13333	2,4	2,66667	8,2	0,155499
Tourism 3 (a,b,c)	1,93333	1,33333	1,4	4,66666	0,088496
Amount				52,73333	

Source: Strength Table 2, Table 6, dan Table 10 – processed Weakness Table 3, Table 7, and Table 11 – processed

Table 19. Indeks skor dari faktor eksternal : Opportunity dan Threat ke 3 objects Tour

Exsternal Factor <i>Opportunity</i>	Weight (B)	Rating (R)	Skor (B x R)
1. Bathing Pool Tour	0,199747	3	0,599242
2. Camping Tour	0,19469	4	0,778761
3. Waterfall Tour	0,195955	4	0,783818
Amount			2,161821
Threat			
1. Bathing Pool Tour	0,165613	2	0,331226
2. Camping Tour	0,155499	2	0,310999
3. Waterfall Tour	0,088496	1	0,088496
Amount	1		0,730721
Total			2,892541

Recap the results of the calculation of the SWOT index and the difference between internal and external factors

Table 20. Recap of SWOT results for 3 tourism objects

No	Internal	Nilai
	S	2,493627
	W	0,902665
	S – W	1,590962
	Eksternal	
	O	2,161821
	T	0,730721
	O – T	1,4311

7. Graphing the Matrix Grand Strategy

By knowing the difference between internal and external factors, the coordinates of the points in the Grand Strategy Matrix are found. In this case, S > W with the difference (1.590962) located on the Strength axis, and O > T with the difference (1.4311) being placed on the Opportunity axis. The coordinates of the point are in the first quadrant.

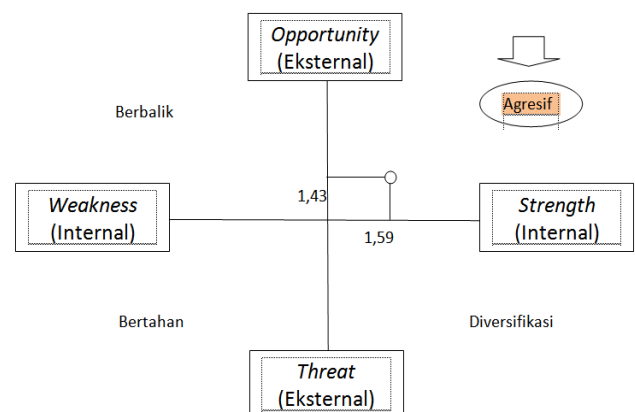


Figure 2. Matrix Grand Strategy Chart

8. Strategy

The strategy formulated refers to the first quadrant of the Grand Strategy Matrix, in this case an aggressive strategy (growth oriented strategy) is needed.

4.2 Discussion

4.2.1 Stage of material presentation

In the middle of delivering the material, several participants interrupted (politely) to ask some questions to the presenter. The participant could not contain his curiosity to postpone his question until the delivery of the material was finished. The questions revolve around:

“Can the SWOT Method be applied for planning at the village level”, and “Can the SWOT Approach be used for Teams”.

The answers to these questions are:

The SWOT method can be applied to develop village planning and is carried out as a team. The reasons are (a) this method is relatively simple and the stages of processing are easy, (b) it does not require physical availability of data – it is enough with known information, (c) local people are the most knowledgeable about (information) about the condition of the area, (d) allows many people to participate (in the Team), and (e) the SWOT method is generic in nature, that is, it can be used to formulate development plans in any sector.

This is an indication that the material raised in the training is able to attract the attention of the participants. The enthusiasm of the participants was also shown by the participants' interest in participating in full-time (start-finish) activities. Of the 15 participants, only two had heard of the SWOT Method -- had never studied and used it to develop a plan. However, the participants (which are the RKPdes Drafting Team) wish to use this method in the preparation of future plans.

4.2.2 Simulation stage

In the planning simulation session, using the SWOT method, efforts were made to actively involve all participants. The forms of their participation are:

1. Identify the types of tourism in their village.
2. Provide an assessment (score) of the condition and state of tourism objects.
3. Together calculate the average score, calculate the weight and index of tourism objects.
4. Formulate the necessary tourism development strategies based on the results of SWOT calculations and analysis of the leads/conditions of tourism objects.

Their results on the types of existing tourism objects are:

1. Bathing Pool Tour
2. Camping Tour
3. Waterfall Tour
4. Natural Forest Tour
5. Culinary Tour
6. Halal Tourism
7. Duren Festival Tour
8. Cultural Tourism and People's Way of Life
9. Cycling Tour
10. Hiking

For the purposes of preparing a development plan, 3 (three) types of tourism have been selected with the most choices. The types of tourism are Bathing Pool Tours, Camping Tours, and Waterfall Tours.

Furthermore, each participant gave an assessment of the conditions and circumstances of the 3 (three) tourism objects. Those given to the 3 tourism objects relate to Strengths/Strengths (which are assessed and can be utilized), Weaknesses (which exist), Opportunities (which will emerge and can be achieved), and Threats (which will emerge and disrupt) -- SWOT. The assessment (category) is then given a score based on the prepared category. The results of the assessment and the scores of each participant can be seen in the existing tables. Similarly, the results of the calculation of the average score, weights, and others have been listed in the tables.

The recapitulation of the average SWOT score of the 3 attractions is presented in Table 21.

Table 21. Mean SWOT recap of 3 tourism objects

Internal Factors			
(Strength)	Total Mean	Average	Category
Sightseeing Bathing Pool	11,6	3,866667	Good
Camping Attraction	13	4,333333	Very Good
Waterfall Attractions	4,26667	3,755556	Good
(Weakness)			
Bathing Pool Attractions	8,6	2,866667	Enough/Medium
Camping Attractions	5,733333	1,911111	Good
Waterfall Attractions	7,333334	2,444445	Good
Exsternal Factors			
(Opportunity)	Total Mean	Average	Category
Sightseeing Bathing Pool	10,53333	3,511111	Good
Camping Attractions	10,26667	3,422222	Good
Waterfall Attractions	10,33333	3,444445	Good

(Threat)			
Sightseeing Bathing Pool	8,733333	2,911111	Enough
Camping Attractions	8,2	2,733333	Enough
Waterfall Attractions	4,666666	1,555555	Very Good

Source: Table 2 – 13 Processed

Based on the above it can be seen that:

a. The three tourism objects have high internal scores, where Strength is in a high/strong category, and Weakness is relatively small.

b. The three tourism objects have high score external factors, where Opportunity is in a high/strong category, and Threats are relatively small.

Thus the three tourism objects are feasible to be developed. After calculating the weight index of the 3 tourism objects, which relate to their SWOT, it is known that the coordinates are (1.590962) and (1.4311) which are in the first quadrant. Thus, an 'aggressive' strategy (growth oriented strategy) is needed in the development of the 3 tourism objects. According to the participants, the strategy needed is a mix of several strategies, including:

1. Marketing

Marketing can be done through promotions, installing billboards, delivering information to the public via the internet, holding certain events such as durian festivals, nature bicycle competitions, cross country competitions, and others.

2. Fixing existing weaknesses (Weaknesses) in tourism objects.

3. Provide the lack of facilities from tourism objects.

4. Arrange the location of culinary places, parking, and others such as camping ground.

5. Tourism object management, namely the existence of tourism object management groups (eg by Pokdarwis, local Bumdes).

6. Village regulations, and/or binding agreements on the cleanliness of tourist objects, waste management, security, and environmental preservation.

V. RECOMMENDATIONS

Some conclusions that can be put forward in the study of the preparation of village development plans include:

1. The implementation of the training went well, and the preparation of a village development plan with the SWOT Method approach was in accordance with the target, -- as a planning prototype, namely the production of a Tourism Sector Development Planning document. This document, apart from being used as a reference for tourism development, is also a guide for the preparation of other fields.

2. Strengths > Weaknesses with a fairly large difference (1.590962 points), which means that the 3 tourism objects (which are sampled) are the leading tourism for Sesaot Village.

3. Opportunity > Threat with a fairly large difference (1.4311 points), which means that the 3 tourism objects have a great

opportunity to develop in the future. As for the Threats that can interfere with the 3 tourism objects, the weight index is very small at

4. Taking into account the existing internal and external factors, the strategy that needs to be taken is an aggressive strategy, namely by encouraging and advancing the three tourism objects.

From the two difference scores, both internal factors (S – W) and external factors (O – T), which are relatively large, provide a strong confidence that the strategy to be adopted will have a strong influence on the development and progress of the 3 objects. the tour.

The development of tourism objects in the village is directed at 4 (four aspects), namely:

1. Attractions, namely efforts to beautify / beautify tourist objects by improving their condition, for example cleaning the pool regularly, improving the physical pool, installing accessories, and others.

2. Facilities, namely efforts to provide supporting facilities for comfort such as berugak, changing rooms, trash cans, prayer rooms, and others.

3. Access (accessibility), namely the ease of reaching places/locations that tourists want to visit, for example repairing roads, making road traps towards Waterfall Tourism objects, and others.

4. Additional services (ancilliaris), namely providing complete information, such as an appeal to dispose of garbage in the provided place, rules/prohibitions on burning garbage in the forest, directions in tourist areas, security, and others.

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