



## DEVELOPMENT STRATEGY NORTH TORAJA'S HIDDEN GEM IN LEMBANG NONONGAN

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### ABSTRACT

Indonesia's Government, through Tourism Ministry, tried hard to recover Indonesia's tourism in the Covid-19 pandemic. One of the strategies is to develop rural tourism in Indonesia. As part of Toraja, South Sulawesi province, Lembang Nonongan village is an embryo of rural tourism categories that can create. This research aims to know Lembang Nonongan village potencies to develop as a tourism destination, how local government and local communities develop Lembang Nonongan village tourism and the obstacles. Qualitative method is this research approach with literature study, documentation and interview to Local Government, Lembang Nonongan village tourism Leader, Leader of Sadar Wisata Lembang Nonongan, and Leader of Lembang Nonongan's public figure and SWOT analysis. The result Lembang Nonongan has natural and cultural potency to develop, the local Government and communities cooperate to enhance, and the obstacles needed to train and educate about tourism, marketing management, and tourism package.

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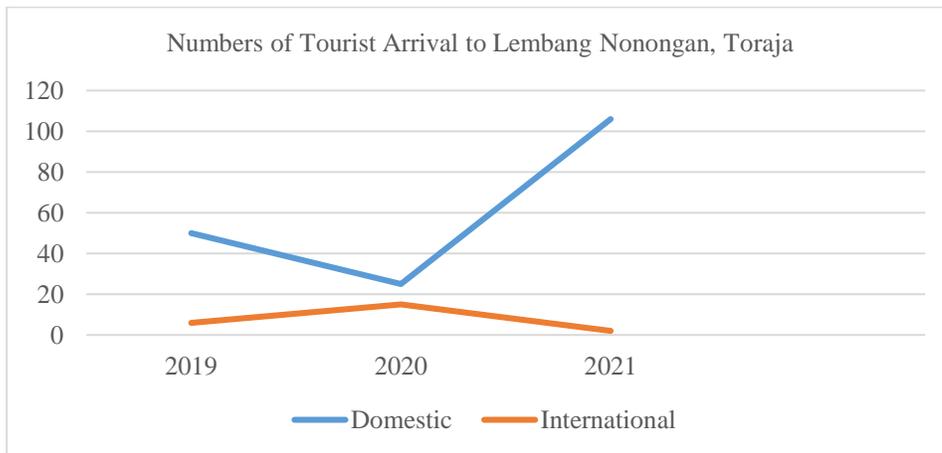
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## 1. INTRODUCTION

As an icon of tourism in South Sulawesi, province Indonesia, Toraja can develop. The Tongkonan traditional funeral ceremony, cultural artefacts, cultural heritage, and natural landscape are the main tourist attractions (Junaid, Widjadja, & Hanafi, 2017). Toraja has become the leading tourism destination in Indonesia, "Londa". Hanging grave located in caves is the visiting agenda by many tourists. Unfortunately, the Covid-19 pandemic makes this entire agenda change. The pandemic made tourism business sectors decline to 70, 57% tourist arrival in September 2020 due to the implementation of lockdown (Kusumawardhani, Anita, & Simanihuruk, 2021).

Travel pattern, CHSE protocol, and development of rural tourism implemented as strategies in New Normal era to recover and enhance economy (Kemenparekraf, Kemenparekraf, 2021). Rural Tourism Indonesia Award (ADWI) through Jadesta, an Indonesia rural tourism association, was held to appreciate and support local communities to grow the local economy (Kemenparekraf J. , 2021).

The Lembang Nonongan, one of the rural administrative areas in North Toraja, South Sulawesi, Indonesia, is Toraja's iconic tourism in Indonesia. This village has potential tourism to develop. The possible development can be seen in graphic 1. tourist arrivals to Lembang Nonongan village, which numbers of domestic tourists rise to 101 numbers in 2021. Meanwhile, the international tourist drops down to 1 tourist in 2021 because of the lockdown policy from other countries to Indonesia.



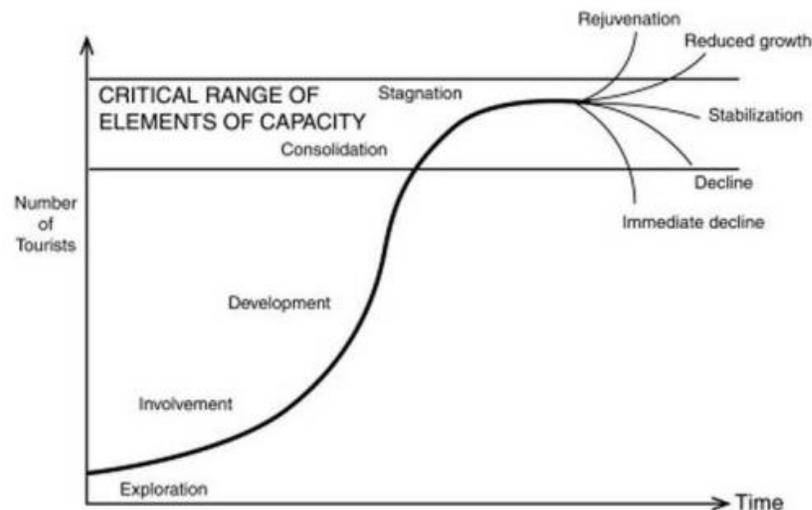
Source: Lembang Nonongan Rural Tourism Official, 2022

The increasing number of domestic tourists gives hope to Lembang Nonongan communities to grow the village. As an embryo of rural tourism (Kemenparekraf, 2021) in North Toraja Regency, tourism potency in Lembang Nonongan needs to develop and skill and knowledge of communities about tourism how to manage, promote, and cooperate between local Government and communities.

It is essential to manage and develop by analyzing the potential contained in tourism villages to provide optimal benefits for the welfare of the local community. This study aims: 1) to identify the tourism potency 2) to develop strategy of rural tourism in Lembang Nonongan village. 3) What are the obstacles to evolve rural tourism?

#### **Development Strategy Tourism Potency**

Tourism destination development is an activity carried out to advance the destination for the better. According to Pitana (2005:56) in (Hardjati & Rusdiana, 2019), it is an activity to enhance an area that is considered necessary to be repaired in such a way by maintaining what is already good or making something new. Therefore, development activities require cooperation from various parties to improve an area's accessibility, amenities, attractions and ancillary. The approach in the tourism development process certainly needs to be taken into account in developing a tourism destination. The purpose of establishing the tourism destination is for what so that an appropriate approach can minimize the conflicts presented in the process in the field. The development process also needs to look at the existing potentials of the area to be developed. The phases of the development of tourist destinations, according to Butler (1980) in (Prastika & Sunarta, 2018), have seven stages; namely, exploration, which is characterized by a tourist area that has just been discovered and visited still in limited numbers, limited tourism facilities and interaction between tourists and the community is still high; furthermore, an involvement which is characterized by the number of tourist visits has increased, Local communities began to provide tourism facilities, the interaction between tourists and the community is still high in the promotion carried out, and there is a change in the social pattern of the community. Furthermore, the development is characterized by the presence of investment from outside that entered, promotions carried out are increasingly intensive, existing facilities are replaced with facilities that are following standards, artificial accretion begins to be developed and the entry of foreign workers in support of tourism industry activities, then consolidation is characterized by the number of tourists who rise but not significant, promotions are increasingly often carried out, tourist facilities are built and repaired to raise standards. Stagnation is characterized by tourist visits remain at the highest number but the nature remains, tourists who come are only tourists who have visited before. The decline (decline) is characterized by tourist facilities switching functions and tourists begin to become saturated with existing accretions. And lastly, rejuvenation is characterized by innovations to develop tourist products, explore and utilize SDA and untapped culture.



Pic. 1. Destination Life cycle Source: Butler, 1980

These phases will help facilitate the formulation of the strategy used because the thinking will be right with the intended target at the appropriate level. In addition, the Ministry of Tourism and Creative Economy made a playbook on Tourism Villages in which there are stages of the development of tourist villages, namely pioneering tourist villages, developing tourist villages, advanced tourist villages, independent tourist villages. This stage of tourism village development can help analysis in the process of developing the potential of the tourist village (Ministry of Tourism of the Republic of Indonesia, 2019)

#### **The Role of Government and Community**

The role is the behaviour expected of someone who has social status. In this case, social status is one person's position in a group. As in this case, the role of the Government in the development of tourist villages is needed according to Soekanto (1990: 243) in (Bima, 2017) in contribution (role) is the dynamic aspect of position (status). One of the roles is to conduct an assistance; mentoring serves to direct the group's process and organization as a guide, liaison, and mover. Mentoring consists of social workers and groups that are accompanied or utilized. The purpose of mentoring is to be able to make the community independent. The role of mentoring is done to understand the potentials that exist around, take into account opportunities or opportunities, and overcome various problems in the community. In planning a tourism area, community involvement is needed, especially local communities related to identifying a problem, seeing the potential for development, analysis of tourism areas and vision of future environmental problems and the development of alternatives, facilities and so on according to (Sunaryo 2013) in (Pujiningrum Palimbunga, 2018) community involvement in the planning stage will be able to facilitate the future planning process involving community as a form of collaboration between the community, the Government and managers in establishing a tourism area. This plays an important role in supporting the establishment of a tourism area where the community is involved and becomes a driver in the world of tourism as a form of community empowerment that will improve the community's economy. According to Anuar & Sood (2017) in (Rusyidi & Fedryansah, 2019) there are several cases in local communities in the area of tourism destinations only as spectators and at the same time they are also affected socially, economically and environmentally negatively due to the development of tourism in their area.

#### **Rural Tourism**

In the process of developing tourist villages according to (Ministry of Tourism of the Republic of Indonesia, 2019) the principle of development in tourist village products is the authenticity of the attractions offered is the original attraction of Lembang Nonongan tourist village that occurs in the community itself, traditions carried out by the community and become part of the daily life of the community. Community involvement also needs to be actively involved in activities in tourist villages both in planning and management in tourist village areas. In addition, there are also four types of references to tourist villages, namely tourist villages based on the uniqueness of natural resources, namely tourist villages that make natural conditions as part of the main attractions such as mountains, valleys, beaches, lake rivers and various kinds of unique landscapes that make the main attraction of the tourist village area. Furthermore, there is also a tourist village based on local culture, namely tourist villages that

make the unique traditions and values of people's daily lives that are used as the main attraction such as activities, livelihoods, religious and other forms of activities. Next is the creative tourism village where this tourist village makes the uniqueness of activities in the creative economy rather than household industrial activities, local communities, both in the form of crafts and special arts activities, become the main attraction. Furthermore, a combination-based tourist village is a tourist village that combines one of more tourist attractions both cultural, natural and creative economy. In the development process, tourist villages are divided into four categories, namely the startup category, the developing category, the advanced category, and the independent category. In determining this category, the classification in tourist villages no later than two years by the village device that handles the tourism section together with which deals with government empowerment and community empowerment itself. The following are the provisions of tourist villages based on their classification: a) Rintisan Tourist Village, defined 1) Still in the form of potential that can be developed into a tourist destination area; 2) Development in tourist facilities and infrastructure is still limited; 3) There is no or even few tourists who visit; 4) People do not yet have an awareness of the potential that exists; 5) There is still a need for assistance from relevant parties both Government and private; 6) Utilizing village funds for the development of tourist village areas; 7) The management of tourist villages is still local. b) Tourism Villages Develop definition: 1) It has begun to be known in crowded areas and began to be visited by the public and visitors from outside the area; 2) There is the development of facilities and infrastructure and facilities in the tourist village area; 3) Has begun the creation of jobs and economic activities for the people of tourist villages c) Advanced Tourist Village explained 1) People in the tourist village area are fully aware of the potential of tourism; 2) Tourist village has become a famous destination and is visited by many tourists including foreign tourists; 3) Facilities and infrastructure and tourism facilities are adequate; 4) People already have the ability to manage tourism business through Pokdarwis; 5) The community already can utilize village funds for the development process of tourist villages; 6) A tourist village management system that has an impact on improving the economy of the community in the tourist village area d) Self-Tourism Village explained 1) The community has started to provide innovation in the development of tourism potential that becomes an independent entrepreneurial unit; 2) It has become a tourist destination that is known both archipelago and foreign and has applied the concept of internationally recognized promotion; 3) Infrastructure facilities have followed international standards at least ASEAN level; 4) The management of tourist villages has been done collaboratively between sectors and penthaelix has been going well; 5) Village funds become an essential part in the development of innovation in the diversification of tourist products in tourist villages; 6) The village has been able to utilize digitalization as a form of self promotion.

### **The Obstacles in Tourism Development**

According to Adisasmita (2013:2) in (Masitah, 2019) mentioned in the implementation of development in rural areas facing obstacles are not easy in terms of geographical aspects, typology, demographics of facilities and infrastructure. Weaknesses in capital and information about the market, the capabilities possessed by human resources are lacking, the creation of proactive community participation, capabilities, rural institutional capabilities that are still weak and other operational and functional weaknesses. Therefore, tourism development in rural areas requires cooperation for both physical and non-physical development so that the rural area can develop independently and adequately in the future. These obstacles are not easy to overcome but the importance of collaboration from various parties to advance the rural area. According to the Ministry of Tourism and Creative Economy of the Republic of Indonesia in (Asmara, 2020) the obstacles faced in the development of tourism include the following: 1) Packaging of tourism attractions; 2) Limited product diversification; 3) Weak management of tourism; 4) The quality of tourism services that have not been good; 5) Disparity in tourism area development; 6) Achievement, promotion and communication that is not optimal; 7) Human resources and incompetent communication; 8) The emergence of conflicts and social; 9) unrest and a situation of heated political conditions.

## **2. RESEARCH METHODS**

This research uses qualitative research methods. The analysis uses SWOT as a tool analysis. The population of this research is the Local Government, the tourist village organization Lembang Nonongan, and community leaders. The sample to be taken in this study is 1) Government: the Head of the cultural and tourism of North Toraja Regency, Head of the destination department of culture and tourism of North Toraja regency; 2) Tour manager: the Chairman of Lembang Nonongan tourist village group, Chairman of Lembang Nonongan tourism awareness group, 3) community: Lembang Nonongan village leaders. In this study, interview, observation and documentation studies are used as techniques and data collection.

## **3. RESULTS AND ANALYSIS**

### **Tourism Potency**



The Lembang Nonongan's tourism potencies are pretty significant with local wisdom owned and continuously maintained to attract tourism. As an agricultural community, the Lembang Nonongan tourist village still retains the activities of their ancestors that are carried out in decline. Two things stand out in the tourist village of the Lembang Nonongan, namely how the human relationship with the natural environment as a source of life and the second is how human relationship with others as social creatures. On that basis, the potential is developed towards tourism with agreed by community leaders village governments based on existing provisions and mechanisms. The potencies are: a) the relics of Aura Dewa Gunung Sopai in the Social Life System are "Tongkonan Kasera" (Nine tongkonan with its function) namely: 1) Tongkonan Araun (Tongkonan Kaindoran), acting as "Mother" is given the task of organizing and accompanying people's lives well including giving advice in the ordinary life as a customary order; 2) Tongkonan Pampang Lambe' (Tongkonan Kabarasan) plays a role in handling cases or disputes between citizens; 3) Tongkonan Kararak (Meuang Tungga') determines the value of sanctions in the form of material / money against the existence of customary regulations carried out by citizens; 4) Tongkonan Tondok (Horn of Tata') plays a role in defending territory if there are enemies or people from outside who will damage the existing customary order; 5) Tongkonan Pemanukan (Bunga' Lalan) serves to determine the schedule of the growing season; 6) Tongkonan Tanete Londong Tua (Katominaan) serves to perform traditional rituals; 7) Tongkonan Buntu (Anak Patulak) plays a role to review and analyze whether a customary rule or social policy is worth doing or not; 8) Tongkonan Ballang Malemongan (Tokeran Gandang) serves to inform all citizens about the existence of community activities that are grateful or sorrowful with the sound of the drum of the gods; 9) Tongkonan Kalando (Pesangle Bulaan) plays a role in paying attention to social welfare for all citizens. The role of Tongkonan in indigenous Government is as follows: 1) Tongkonan Nonongon, commonly referred to as Kabusungan Tongkonan in indigenous Government, plays a role in certifying all policies and regulations that citizens must obey; 2) Tongkonan Borong is given authority in running the wheels of customary Government; 3) Tongkonan Palembang is given the role of regulating the customary liturgical order and establishing customary rules in human relations with its creator and establishing sanctions against customary violations. The potential of Lembang Nonongan village of 3A (attractions, amenities, and accessibility) and community involvement: 1) Attractions are cultural and natural attractions where these attractions can be developed with various innovations that exist without reducing the value of the attraction displayed.



Pic 2. Traditional ceremony Rambu Solo

Source: Documentation

2) Accessibility in tourism destination certainly needs to have good accessibility to make it easier for tourists to visit the area, such as road, repairs, bridges, and so on. 3) Amenity in the tourist village destination is needed to complement existing tourism facilities in the region such as souvenir sales and houses of worship. 4) Community involvement is undoubtedly very necessary, especially tourism activities in Lembang Nonongan tourist village, which refers to community empowerment in the Lembang Nonongan tourist village. 5) Three types of tour package in Lembang Nonongan village: package A for 15 people, package B for 20 people, and package C for 30 people. 2) Accessibility in tourism destination certainly needs to have good accessibility to make it easier for tourists to visit the area, such as road, repairs, bridges, and so on. 3) Amenity in the tourist village destination is needed to complement existing tourism facilities in the region such as souvenir sales and houses of worship. 4) Community involvement is undoubtedly very necessary, especially tourism activities in Lembang Nonongan tourist village, which refers to community empowerment in the Lembang Nonongan tourist village. 5) Three types of tour package in Lembang Nonongan village: package A for 15 people, package B for 20 people, and package C for 30 people 6) Promotion activities vary from pamphlets, promotion carried out by local Government, website promotion, Instagram social media, Lembang Nonongan Instagram, word of mouth, internet pages. 7) Implementation of

planning Lembang Nonongan village. According to the Chairman of the tourist village in Lembang Nonongan mention **"The planning did exist first the name of social preparation so we have to prepare the social community about what is tourism based on their potential to run out that we just entered collecting a in the planning period of the needs in the field of tourism, commonly called the assessment, then the potentials that have the strategy. Then how this potential is developed is directed towards tourism. Tourism developed there is communityrun tourism. So it's based on society. The local Government then assistance from the district only facilitates assistance, but what we hope is that the strategy is to let the community manage human resources and SDA for tourism purposes."** 8) Facilities and infrastructure development. Based on interview with the Head of tourism destination development of North Toraja regency explained **"So far I see quite maximal in the sense that we do arrangements in the tourist village and surrounding areas based on the ability of both the budget of Local Revenue and National revenue so we maximize the budget allocation allocated to the tourist village and surrounding areas, it has been well-run although it still needs to be revamped in various aspects of the improvement of existing infrastructure facilities and human resources but indeed the process will be like that not necessarily change, It must definitely process because Nonongan is only one of the many tourist villages and there are all must need support from the government"**

**The role of Government and tourism organizations in order to improve the quality of human resources in Lembang Nonongan village.** According to the Head of the cultural and tourism office of North Toraja regency **"...if we from the service have done some training for training. This training is not just for focus for lembang nonongan tourist village only. but all the managers of 12 tourist village managers in North Toraja we also do the construction of human resources improvement. Then from the province has several times done coaching both together and specifically for the tourist village of Lembang Nonongan".** The Chairman of Tourism village added **"The training was coordinated by the North Toraja tourism office involving several tourism industry organizations and professional industries there from PHRI which leads to excellent service then how in reception then how room service and housekeeping. Then more packages are accompanied by ASITA and HPI. Then the development of governance by DMO. Then in North Toraja, there is also a tourism governance forum (FTKP), namely well it all collaborates to see the needs of the community and they provide in accordance with the profession of each tourism organization."** Therefore, it is very profitable that all who work and collaborate to improve the quality of human resources in the tourist village of Lembang Nonongan. In addition, the following training is needed on the ground where the impact of the training is felt among the community.

**The Problem in the Development of Lembang Nonongan village.** The development is growing slowly because of a lack of tourism knowledge and service quality.

#### **The Strategy Development Tourism Potential of Lembang Nonongan Village**

The development of potential in tourist village areas requires a process in which it is also necessary to harmonize the relationship between the community, tourism village managers and the Government in seeing the potential they have. Lembang Nonongan tourist village, formed in 2017, is a new tourist village.

According to the Ministry of Tourism and Creative Economy of the Republic of Indonesia has, four criteria for tourist villages, namely startup tourism villages, developing tourist villages, advanced tourist villages and independent tourist villages. At the same time, the tourist village of Lembang Nonongan is still in the stage of the pioneering tourist village. As a tourist village that is still in the pioneering stage, of course, Lembang Nonongan tourist village has a variety of tourism potential that can still be developed into tourist attractions, in addition, the development of tourism facilities and infrastructure is still limited and has not been done massively.

There are already tourists who visit, public awareness has also not developed properly because there is no public awareness of its potential. There is still the need for assistance from the Government and private sector and village funds used for tourism development carried out by local managers of Lembang Nonongan tourist villages.

Butler's theory about tourist village development, Lembang Nonongan village is in stage two, involvement stage characterized by an increasing number of tourist visits, and local communities began to provide tourist facilities. The interaction of local communities and tourists is still high.

There are promotions made and social changes in the community. In the involvement stage, the promotion used by the Head of Lembang Nonongan Government through website, social media and Local Government campaign program. Community participation began to look like the provision of homestays, toilets, road signs, road repairs. In this stage, also still need to improve the management of how the leader promote the destination.

Lembang Nonongan tourist village plans through social preparation where the community is prepared to enter a new round, namely the presence of tourism activities. This social preparation is intended so that the community understands what tourism is and how the impact resulting from these activities. After the community



understands the tourism process next is to enter the potential planning of the tourist village. This is good enough that the community is directly involved in the planning activities.

Another potential to promote are dance, toraja community life, special food, traditional houses. Sopai mountains that become natural tourist attractions and the history owned by the tourist village of Lembang Nonongan itself. This potential is still being explored to lift the people's lives.

The potential of the diverse Lembang Nonongan tourist village is beneficial in developing the region and utilizing the community's existing potential. Managers must also innovate about what is presented to tourists, such as tour packages, souvenirs, etc. Extracting this potential needs assistance and understanding the community that the usual thing for the community can be a special thing for tourists who come.

#### **The Participation of Government and Society**

The Government also plays a role in developing Lembang Nonongan tourist village. The Government as a facilitator needs to help the development of tourist villages. The Government as a facilitator needs to support the development of tourist villages both in infrastructure and human resource development so that in its implementation, infrastructure is adequate and human resources must also adequate. In this case, the need for regular assistance to accelerate the progress of the development of the community itself. Awareness of tourism also needs to be encouraged by the Government so that the public is aware of tourism and has a sense of pride in the area, which results in the community still maintaining local wisdom.

The government efforts through the Regional Road Grant program, the central Government, are helpful in tourism activities for tracking lines, the manufacture of thousand stairs, good budget management and road for activities, souvenir sales centre, parking lots, and implementation hygiene toilet. While communities promote Lembang Nonongan village as a tourism destination through their social media word of mouth. The rapid adaptation of community tourism activities in the area is characterized by the community cooperating with the Government, which voluntary serves as homestay for tourists. In addition, when tourists come, they will coordinate between local guides, managers, and the Government in welcoming tourists. This becomes an added value to the readiness and role of the community in Lembang Nonongan village.

#### **The obstacles to develop Lembang Nonongan village**

The most common to develop is the budget problem for community creativity and promotional activities, lack of sanitary and hygiene of the availability toilet, souvenir centre, and the quality of human resources.

#### **Matrix SWOT Analysis**

##### **Strength Opportunity**

It can be used to attract local investors to invest in the tourist village area of Lembang Nonongan, which can be helpful in the communities. In addition, the village infrastructure that is ready for the presence of tourists becomes an added value for investors to invest in this area.

##### **Strength Threat**

In this case, local potential can be threatened because the location of the tourist village is not far from the city so acculturation cultures will happen. The need for knowledge about tourism to the community will change and add value as the pride of their culture's community.

##### **Weakness Opportunity**

The community needs to be proactive in developing Lembang Nonongan village despite a lack of internal budget.

##### **Weakness Threat**

The need for consistent assistance in this village to provide an understanding of tourism and the positive and negative impacts generated so that the community can sort out what needs to be taken and what needs to be sorted out.

#### **4. CONCLUSION**

Lembang Nonongan village have a variety of potential in natural, cultural and historical attraction in the tourist village area that can be used as to develop The readiness of a tourist village in terms of infrastructure becomes an added value for the tourist village. It is much easier to develop into a better tourism area than the tourist village in the North Toraja regency. Various efforts were made from the government, community and tourism organizations to collaborate to build Lembang Nonongan village for the better, such as road infrastructure, the availability of sanitary and hygiene, street light, sign seen. To the Government's collaboration and related organizations in providing training to the community in tourist villages to improve the quality of human resources. The Problem in Lembang Nonongan is the community's lack of motivation and creativity to develop tourism destinations.

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