

## SURAT TUGAS

Nomor : 297/AU.00.02/USAKTI/WR.I/II/2025

- Dasar : a. Surat dari Eurasia Foundation (from Asia) tentang *Notice of Decision (concerning subsidization of your research project)* tanggal 19 Desember 2024;
- b. Agar semua kegiatan dapat berjalan dengan lancar maka perlu dibentuk tim dan tim pelaksanaan Seminar *Strengthening Sociotechnopreneurship in the Eurasia Community*.

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2. Melaporkan perkembangan pelaksanaan kegiatan kepada Pimpinan Universitas secara berkala;
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# Community-Based Enterprises and Inclusive Tourism Settlement Development in Eurasia: A Sustainable Approach

*by* Maria Gracia Suitella

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## Community-Based Enterprises and Inclusive Tourism Settlement Development in Eurasia: A Sustainable Approach

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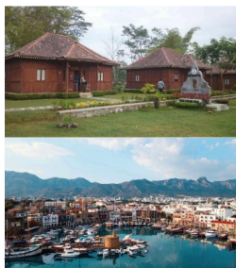
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- Community-Based Enterprises
- Sustainable Tourism
- Well-Being
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- Inclusive Tourism

### Abstract

Tourism settlements in Eurasia continue to face challenges in achieving inclusive and sustainable development, especially in terms of community engagement, environmental management, and equitable economic outcomes. Although Community-Based Enterprises (CBEs) are widely recognized as tools for local empowerment, previous research tends to examine them in fragmented ways, lacking integrated frameworks. This study addresses that gap by proposing a five dimensional evaluative framework: social inclusion, entrepreneurship, socio-economic impact, environmental management, and institutional support. Using a qualitative, desk-based approach focused on digital media archives and stakeholder narratives, this research compares two cases, Karangrejo Tourism Village (Indonesia) and Esentepe tourism community (Northern Cyprus). The objective is to identify adaptable and replicable CBE practices that combine cultural preservation, innovation, and sustainability. Findings show that both sites enhance local well-being, cultural identity, and participatory governance despite differing contexts. However, key obstacles persist, including unequal benefit distribution, limited adoption of green technologies, and weak institutional structures. The study concludes by emphasizing the need for integrated policy frameworks, cross sector collaboration, and improved technological capacity to strengthen CBEs as inclusive and sustainable tourism models. This framework provides both analytical insight and practical guidance for stakeholders aiming to design community-based tourism initiatives across diverse regions.

## 1. INTRODUCTION

Sustainable tourism thrives only with active support from local communities. Many programs fail by treating communities as mere beneficiaries, not as key actors (1). In Indonesian tourism settlements, this issue is further exacerbated by the low participation of vulnerable groups, weak local entrepreneurship, unequal economic distribution, environmental degradation driven by mass tourism, and weak policies that fail to strengthen local institutions (2,3). As a response, Community-Based Enterprises (CBEs) emerge as a comprehensive strategy that integrates social, economic, ecological, and policy dimensions by centering community management to create competitive, socially equitable, and environmentally sustainable tourism (4).

Despite the growing literature on Community-Based Tourism (CBT) and CBEs, most studies remain fragmented. Research tends to isolate outcomes such as economic empowerment or cultural preservation, often neglecting the interconnection among five essential dimensions: social inclusion, entrepreneurship, socio-economic impact, environmental management, and institutional policy support (1,5). Moreover, comparative cross regional studies are limited, particularly those that assess how socio-political and environmental differences shape the success of CBT practices. Without such cross-contextual understanding, efforts to build a robust and transferrable framework for sustainable community-based tourism remain constrained (7).

This study seeks to fill that gap by proposing and applying a five-dimensional evaluative framework to assess the effectiveness of CBEs in sustainable tourism. Using a qualitative, desk-based method focused on media archive analysis, the study examines two case studies: Karangrejo Tourism Village in Indonesia and the Esentepe tourism community in Northern Cyprus. The aim is to identify adaptable and replicable CBT practices that promote cultural preservation, community driven innovation, and environmental responsibility. By doing so, this study contributes conceptually to CBT literature and provides a practical analytical framework for tourism stakeholders and policymakers across Eurasia and beyond (8–10).

## 2. LITERATURE REVIEW

Social inclusion in tourism encompasses two key aspects: equitable accessibility and community-based management. Firstly, removing physical, economic, and social barriers through universal design and accessible tourism enables the full participation of marginalized

groups, such as people with disabilities, while also enhancing destination competitiveness (11). Secondly, empowering local communities through Community-Based Tourism (CBT) models ensures their control over tourism resources and participatory decision-making, thereby returning economic and social benefits to the community (12,13). The combination of these two aspects creates inclusive, sustainable, and competitive tourism.

Local entrepreneurial innovation encompasses technological innovation and product/service diversification. Firstly, innovation includes new business models, the utilization of local knowledge, and socio-technical approaches that integrate community participation with supporting technology (14,15). Secondly, the diversification of products and services through cultural attractions, the creative economy, and personalized tourism experiences enhances competitiveness and economic resilience (16,17). This combination fosters sustainable and competitive tourism.

CBEs impact tourism settlements by reinforcing cultural identity and increasing local income. Community involvement in tourism strengthens cultural heritage and collective pride, despite challenges in adapting traditional values (12). Economically, the growth of MSMEs and rising tourist visits through CBEs boost local development, create jobs, and support fair income distribution (18). This synergy makes CBEs a sustainable model that links social sustainability with economic independence.

Environmental preservation practices in tourist settlements encompass two main aspects: integration of local wisdom and application of sustainable technology. Firstly, environmental preservation in tourist settlements adopts resource management systems based on tradition, such as inherited soil and water conservation techniques, as well as active community participation in eco-tourism programs (e.g., organic waste management and planting local vegetation) to enhance preservation effectiveness (19,20). Secondly, the implementation of green technologies, such as solar energy and biogas, along with the development of sustainable infrastructure (eco-friendly trekking paths and integrated wastewater treatment systems), reduces reliance on fossil resources and minimizes environmental degradation (21,22). This combination of local wisdom and technological innovation creates a holistic preservation model, connecting ecological sustainability with community participation in destination management.

Government support for Community-Based Enterprises (CBEs) covers two aspects: regulatory-incentive policies and institutional collaboration. Firstly, policies like recognizing the

legal status of community businesses and fiscal incentives (e.g., tax breaks) are strengthened through training programs and grant funding (23,24). Secondly, collaboration among government, NGOs, and universities provides digital infrastructure, environmentally friendly technology, and oversight bodies for transparent resource allocation (25,26). This synergy creates a sustainable ecosystem for CBE development.

### 3. INFOGRAPHIC

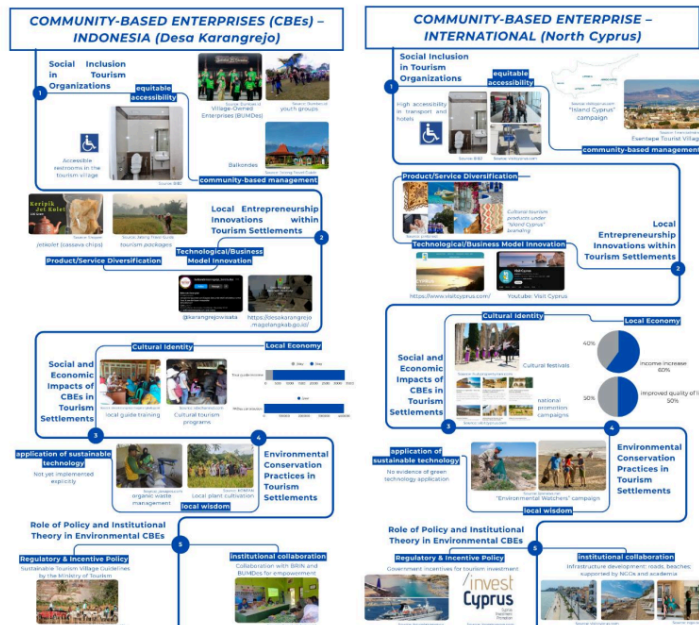


Figure 1 CBEs and CBTs in Karangrejo Village and Northern Cyprus

### 4. RESULTS AND DISCUSSION

This study finds that both Karangrejo (Indonesia) and Northern Cyprus CBT models emphasize local participation, sustainable practices, and community-managed tourism, showing similar outcomes in boosting livelihoods and preserving local identity despite different regional contexts.

#### 4.1 Social Inclusion in Tourism Organizations

Social inclusion in tourism in North Cyprus and Karangrejo Village reflects differing strategies, though both focus on accessibility and community participation. In North Cyprus, physical accessibility is facilitated through international airports (Larnaca and Paphos) equipped with disability-friendly restrooms and wheelchair charging stations (27). Five-star hotels also offer specialized services for people with disabilities (Ozturk & Acikgoz, 2020). However, challenges such as a lack of supporting infrastructure in Mediterranean destinations remain a barrier (28). Meanwhile, in Karangrejo Village, accessibility efforts include the construction of disability-friendly restrooms by the Borobudur Authority Board (29) and Ministry of Tourism and Creative Economy guidelines that designate accessibility as a criterion for tourism villages (30). While these initiatives highlight progress, the study reveals a gap in inclusive tourism infrastructure outside formal facilities and a lack of policy that ensures long-term maintenance and expansion of accessibility. Therefore, future research should investigate how regulatory mechanisms and budget allocations affect the sustainability of inclusive tourism facilities. Additionally, this comparative insight contributes to inclusive tourism literature by emphasizing the need for universal accessibility standards that are embedded in both national policy and local tourism development plans.

#### 4.2 CBEs and Local Entrepreneurship Innovations within Tourism Settlements

There is a significant difference in the focus and scale of innovation and diversification between Northern Cyprus and Kampung Karangrejo (a tourism village in Indonesia), based on various sources. Northern Cyprus is oriented toward large-scale technological innovation driven by national and international agendas, such as the TEKNOFEST technology festival (31,32), the development of 4.5G telecommunications infrastructure (33), and efforts to become a regional technology hub (34). Its diversification is structured within macro development plans targeting tourism, agriculture, and real estate (35,36). In contrast, Kampung Karangrejo applies grassroots innovation focused on community empowerment and community-based tourism, including the strengthening of social groups (37), appropriate technology such as bore (38), and digital promotion (39). Diversification in Karangrejo is based on local potential for community tourism, including traditional processed products, handicrafts, educational tour packages, and homestays (40,41). However, both models lack a systematic evaluation of long-term innovation performance and its direct impact on community welfare. This highlights a theoretical and empirical gap regarding innovation scalability in community-based contexts. Future studies

could explore how hybrid models, merging top-down infrastructure with bottom-up innovation, could improve resilience and competitiveness of CBEs. This section contributes to tourism innovation literature by contrasting technological scale with participatory depth and calls for further interdisciplinary research linking tourism, ICT, and grassroots enterprise development.

#### 4.3 Social and Economic Impacts of CBEs in Tourism Settlements

CBEs in North Cyprus and Karangrejo demonstrate positive socio-economic impacts through tourism, albeit with different approaches. North Cyprus uses a centralized strategy ("Island Cyprus") to promote Turkish culture, increasing income for 60% of respondents and improving living standards by 50% (42,43). Karangrejo implements a community-based model with Javanese cultural preservation and active participation (Village Government, BUMDes, youth, Balkondes), boosting tour guide income (Rp25–30 thousand to Rp300 thousand–Rp3 million/day) and contributing Rp400 million to Village Original Revenue (PADes) in 2023 for development (44). Both prove CBEs are effective in their respective local contexts. However, these outcomes remain interpretive due to the absence of longitudinal or comparative financial data, indicating a limitation in measuring causal impact. Future research should quantify changes in household income, employment rate, and local GDP contribution to validate CBEs' economic sustainability. This section contributes to existing knowledge by demonstrating the need to move beyond anecdotal success and toward a measurable, comparative framework for assessing community economic transformation in tourism settings.

#### 4.4 Environmental Preservation Practices in Tourist Settlements

A comparison of environmental practices in tourism in North Cyprus and Karangrejo Village reveals differing approaches to integrating local wisdom, community participation, green technology, and sustainable infrastructure. In North Cyprus, sustainable tourism development primarily emphasizes stakeholder collaboration, exemplified by projects like "Environmental Watchers" aimed at raising environmental awareness within communities (@northcyprusfaq\_en, 2025). However, the explicit application of green technologies such as solar energy or biogas was not found in the search results. Conversely, in Karangrejo Village, tourism development heavily relies on a Community-Based Tourism (CBT) strategy, which highlights active community involvement in environmental preservation through management based on local wisdom (Setyaningsih, n.d.; ResearchGate, n.d.). Despite these efforts, explicit

implementation of specific green technologies like renewable energy or sustainable infrastructure was not found in actual practices in either North Cyprus or Karangrejo, with a greater focus on community participation and the management of local potential (Setyaningsih, n.d.; iieta.org, 2024). The absence of green technology integration marks a critical gap in achieving full environmental sustainability. This study thus recommends further empirical inquiry into barriers—economic, technical, or institutional—that inhibit technology adoption in community tourism. By identifying this shared deficiency, the study contributes a critical insight to environmental governance literature, particularly within community-driven tourism, and calls for targeted policy support and public-private partnerships in renewable technology deployment.

#### 4.5 Role of Policy and Institutional Theory in Environmental CBEs

Government policies and institutional support for Community-Based Enterprises (CBEs) in North Cyprus and Karangrejo reflect different approaches to promoting sustainable tourism. North Cyprus positions tourism as a key sector through incentives like charter flight subsidies and support from Invest Cyprus (Öze, 2017; state.gov, 2021), along with cross-sector collaboration, though technological support for CBEs remains limited (Ilkhanizadeh, 2021). In Karangrejo, national policies support sustainable tourism villages, but there are no specific fiscal incentives or legal recognition for CBEs (Prayitno & Afandi, 2022). Local collaboration with BUMDES and BRIN supports MSME empowerment, yet digital infrastructure and market access remain challenges (Prasetyo et al., n.d.). North Cyprus excels in branding and investment, while Karangrejo emphasizes local wisdom but needs stronger regulatory and technical support. The lack of formal legal recognition and insufficient incentive mechanisms in Karangrejo reveals a critical policy gap that limits institutional legitimacy and scalability of CBEs. Therefore, follow-up studies are needed to evaluate how fiscal policies, legal frameworks, and public sector coordination shape the long-term resilience of CBEs. This section contributes to institutional theory in tourism by advocating for clearer alignment between national tourism strategies and grassroots enterprise development, and by highlighting the underexplored interaction between community autonomy and state regulation in fostering sustainable outcomes.

#### 5. CONCLUSIONS

Comparative analysis of North Cyprus and Karangrejo Village reveals distinct yet effective approaches to advancing social inclusion and supporting Community-Based Enterprises (CBEs)

in tourism development, shaped by differing socio-political, economic, and cultural contexts. North Cyprus leverages a top-down, investment-driven model emphasizing international branding, infrastructure, and macro-scale technological innovation, resulting in significant economic outcomes and global visibility but limited grassroots community integration and technology support for CBEs. Conversely, Karangrejo Village employs a bottom-up, participatory model rooted in local wisdom, focusing on inclusivity, small-scale innovation, cultural preservation, and environmental stewardship through Community-Based Tourism (CBT). This localized strategy generates substantial social and economic benefits, despite facing limitations in infrastructure, technological adoption, and formal legal frameworks for CBEs. While both regions prioritize environmental awareness and community participation, neither has substantially integrated green technologies, and policy support varies, with North Cyprus offering structured incentives and Karangrejo relying more on local governance and academic partnerships. Ultimately, both models effectively use CBEs for community benefit, though Karangrejo's approach is more holistic yet technologically constrained, while North Cyprus excels in scalability and global market integration. Future research should investigate long-term green technology adoption in CBEs and policy frameworks that effectively blend top-down investment with bottom-up community empowerment for sustainable tourism.

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