

ANALYSIS OF SUSTAINABILITY LEVEL OF KUIIN TOURISM VILLAGE MANAGEMENT USING THE INDONESIAN SUSTAINABLE TOURISM AWARD (ISTA) CRITERIA

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Abstract: Kampung Kuin (Kuin Tourism Village), located in Banjarmasin City, South Kalimantan Province, Indonesia, became one of the tourist villages selected by the Ministry of Tourism to be included in the 2010 PNPM Mandiri Tourism Program. However, the results of the monitoring and evaluation report of Kuin Tourism Village were never found. They were not found on the Ministry of Tourism website because the public could access only the PNPM Mandiri Tourism program from 2013. Thus, it is not known precisely how the program will run, and its success in Kuin Tourism Village as one of the tourist villages included in the program. Furthermore, Kuin Tourism Village has started losing its magic over time and no longer become an attractive destination in Banjarmasin or South Kalimantan. Therefore, this study aims to determine the implications of Kuin Tourism Village as a tourist village and level of sustainability by conducting an assessment using Categories A & B of the ISTA Criteria and then formulating a management strategy with a SWOT analysis using the IFAS matrix. This research is mix method which correlation between qualitative and quantitative methods. Research where the data collection methods used were interviews, observation, documentation; and tabulating the data. The data collection results showed that Kuin Tourism Village received a sustainable predicate with a final score of 278 and was included in Quadrant I (growth) on the SWOT diagram (S-O Strategy). However, two problems were found which hindered the management. Therefore, a formulated 14-point strategy aims to overcome and put Kuin Tourism Village as a leading tourist area again, with a more sustainable direction. Finally, the surrounding community will benefit economically from tourism activities.

Keywords: kuin tourism village, sustainability, ISTA, SWOT, IFAS

Introduction

Tourism activities have become a global phenomenon where people in various parts of the world plan and travel. International tourist visits always increase every year. Based on a report issued by UNWTO (2015; 2021a; 2021b), as a world tourism organization, international tourist arrivals have continuously increased every year from 2009 to 2020. The visit data can be seen in Figure 1.

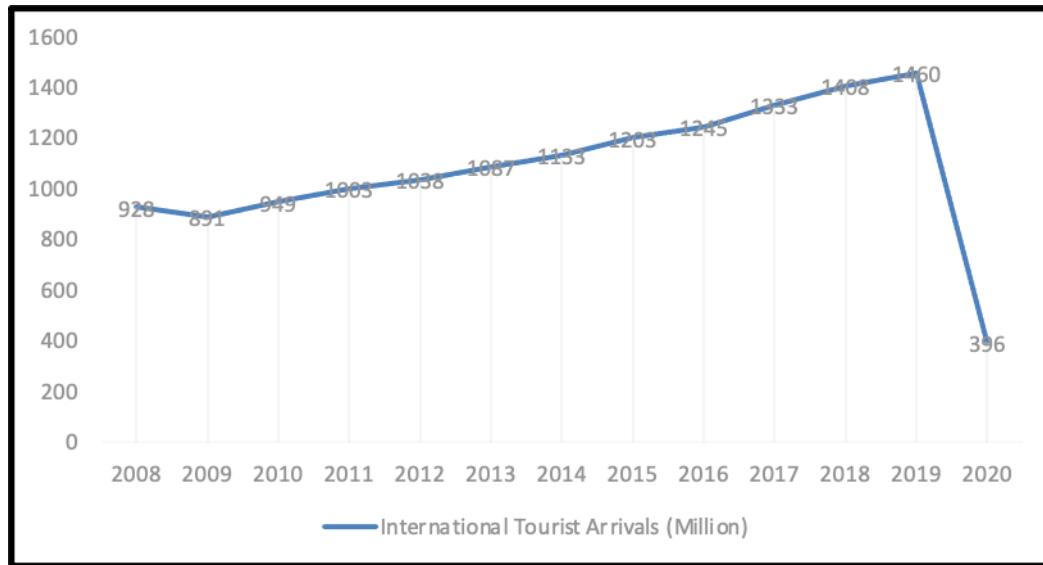


Figure 1: Total International Tourist Arrivals

(Source: UNWTO, 2015; 2021a; 2021b)

This phenomenon is an opportunity for every destination over more extended areas to explore the potential of each other's attractions and improve the management system and facilities because they attract tourist visits. The potential possessed by each region can also support various kinds of economic activities, create new jobs, earn foreign exchange, and other economic motives for people living around the destinations (Pujaastawa & Ariana, 2015: 1-2).

However, tourism activities must positively impact the environment and the community around the goal and meet the tourists' needs (Guzeller & Celiker, 2019). With tourism growth, there is also the potential complications of sustainable tourism management among stakeholders (Javed & Tučková, 2020). Increasing business and job possibilities, upgrading local facilities/infrastructure, enhancing the community's standard of living, and promoting local products and services are all examples of sustainable tourism development aims in terms of the economic and social elements (Lee & Xue, 2020). The government involvement is essential for destination competitiveness to be maximized. On the one hand, economic freedom is critical for the economy to grow and function more effectively, particularly in terms of enhancing tourism competitiveness, and it also provides the path for individuals to realize their commercial and entrepreneurial goals (Guzeller & Celiker, 2019; Lee & Xue, 2020).

Based on all the needs above, one of the steps to accommodate these various needs is fully supporting and implementing sustainable tourism. To keep the practice of sustainable tourism development, UNWTO recognizes the Global Sustainable Tourism Council (GSTC) standards in measuring the level of sustainability. The GSTC is an independent and neutral institution that manages sustainable tourism development criteria used as a global standard reference. It also acts as an international accrediting body for sustainable tourism certification bodies (GSTC, n.d.). With the importance of GSTC Criteria in sustainable tourism development, these criteria were referred to as "The leaders set of standards" (Rodríguez et al., 2017).

The GSTC Criteria have been widely used in various countries to assess the level of sustainability, for example, in Bangladesh (Mowla, 2019), Spain (Rodríguez et al., 2017), Mediterranean Island –

Cyprus (Alipour *et al.*, 2019), UK – Switzerland – Wales (Bristow & Jenkins, 2018), Russia (Dedusenko & Wagenseil, 2020), Ireland (Conaghan *et al.*, 2015), Romania (Marin-Pantelescu *et al.*, 2019), United States (Bristow & Jenkins, 2018), Canada (Thimm, 2019), Peru (Aydin & Alvarez, 2016), and many more. Of course, sustainability assessed varies widely, such as evaluating sustainable practices in four and five-star hotels (Alipour *et al.*, 2019), within sustainable tourism practices (Conaghan *et al.*, 2015), assessing the extent to which the Tour Operator supports the tourism concept (Marin-Pantelescu *et al.*, 2019), and reviewing national tourism policies related to the idea of sustainable tourism (Mowla, 2019).

In Indonesia, through the Ministry of Tourism, the government fully supports tourism activities and sustainable tourism. The background of sustainable tourism development is because Indonesia has adopted the SDGs (Sustainable Development Goals) or the Sustainable Development Goals issued by the United Nations in 2015. The Sustainable Development Goals (SDGs) are a global action plan agreed by world leaders, including Indonesia, to end poverty, reduce inequality and protect the environment. The SDGs contain 17 Goals & 169 Targets that are expected to be achieved by 2030 (International NGO Forum on Indonesian Development, 2017).

The government supports the SDGs and implements sustainable tourism by issuing the Minister of Tourism Regulation No. 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. The guidelines are referred to the GSTC Destination Criteria and have received recognition from the Global Sustainable Tourism Council (GSTC). The Guidelines for Sustainable Tourism Destinations are then known as the ISTA Criteria because these guidelines are used as an assessment indicator in the Indonesia Sustainable Tourism Award (ISTA) to assess the level of sustainability of destinations in Indonesia and provide awards for these achievements.

Besides adopting the GSTC Criteria and holding the Indonesia Sustainable Tourism Award (ISTA), the Indonesian government has taken another step in supporting sustainable tourism and improving the community's economy to create a PNPM Mandiri Tourism program through tourist villages. This program is expected to reduce poverty. The National Program was implemented in 2009-2014 during the Government of Indonesia's United Indonesia Cabinet (Eticon, 2020). This program is a short-term program in which tourist villages will receive assistance in stages, starting from the first year to the third year, depending on how effectively the destination manager implements the implementation.

As the responsible party in 2010, the Ministry of Tourism selected 200 tourist villages/villages throughout Indonesia to be included in the PNPM Mandiri program (Kementerian Pariwisata dan Ekonomi Kreatif, 2014). Kuin Tourism Village, in Banjarmasin, became one of the tourist villages. Kuin Tourism Village has high potential and attractiveness because it is the forerunner of Banjarmasin. Kuin Tourism Village is often referred to as Old Banjar because, based on historical records, the predecessor of Banjarmasin City began with the establishment of the Sultanate of Banjar, where Kuin Tourism Village became the royal capital (Wulandari *et al.*, 2018: 197). In addition, the establishment of the Sultan Suriansyah Mosque on September 24, 1526 (the oldest mosque on the island of Kalimantan) located in Kuin Village was designated as the anniversary of the City of Banjarmasin (Panitia Pemugaran dan Pengembangan Masjid Bersejarah Sultan Suriansyah, 2001).

The Kuin Tourism village area still represents the Banjar village (Hadinata & Mentayani, 2018: 88). PNPM Mandiri Tourism as a program also has monitoring and evaluation activities. This monitoring and evaluation are carried out by several parties, such as the Ministry of Tourism and Creative Economy, Management Consultants, Provincial and District/City Technical Teams, Facilitators,

LKM/TPK/BKM, and the community. This is important to find out whether the implementation results of PNPM Mandiri Tourism activities are by applicable guidelines. In addition, the evaluation results will also be used as a basis for improving the performance of the following program.

However, the results of the monitoring and evaluation report of Kuin Tourism Village were never found. They were not found on the Ministry of Tourism website because the public could access only the PNPM Mandiri Tourism program from 2013. Thus, it is not known precisely how the program will run, and the program's success in Kuin Tourism Village as one of the tourist villages included in the program. Furthermore, although Kuin Tourism Village has a high attractiveness, its presence is significant in Banjarmasin and has become a tourist village. Still, now Kuin Tourism Village feels lost its magic in the tourism sector. Kuin Tourism Village is also considered one of the priority destinations in Banjarmasin nor South Kalimantan.

Based on observations made on the official website managed by the South Kalimantan Provincial Tourism Office at the address www.pariwisatakalsel.id, Kuin Village is not in the tourist attraction of Banjarmasin City and is not included in the South Kalimantan Province Tourism Map. This map is critical because tourists can use it to reference and consider traveling and visiting a destination. Some destinations listed on the website are the Sultan Suriansyah Mosque and the Sultan Suriansyah Tomb Complex located in Kuin Village, and the Floating Market, whose access is through Kuin Village.

Based on observations on the website managed by the Banjarmasin City Culture and Tourism Office, www.banjarmasintourism.com, several destinations such as the Sultan Suriansyah Mosque, Sultan Suriansyah's Tomb, and Floating Market contains descriptions and attractions of each destination. Unlike the website owned by the South Kalimantan Provincial Tourism Office, the website managed by the Banjarmasin City Culture and Tourism Office also includes Kuin Village as its destination. The page does not explain the description and attractions in this village and only contains a few photos. This condition, of course, makes potential tourists not aware of the interest possessed by Kuin Village and can cause no visits.

These facts show that although Kuin Tourism Village has high potential and attractiveness and has become a tourist village in the PNPM Mandiri Tourism program, it does not guarantee that this destination will become a leading destination in Banjarmasin. It is also unknown whether Kuin Tourism Village as a tourist village included in the PNPM Mandiri Tourism program has positive implications for the sustainability of the Kuin Tourism Village destination, both management and economy. PNPM Mandiri tourism program is expected to create sustainable and community-oriented development and management of tourist destinations.

Based on the facts above, it is necessary to conduct an assessment related to the predicate and level of sustainability of Kuin Tourism Village in terms of management and economic utilization for local communities. The evaluation used ISTA criteria to determine the implications of deciding Kuin Tourism Village as a tourist village in the PNPM Mandiri Tourism program. Hence, an appropriate management strategy is necessary based on the conditions.

Materials and Methods

The GSTC Criteria serve as the global benchmark for travel and tourism sustainability. The Criteria are used for education and awareness raising, policy development for businesses, government

agencies, and other types of organizations, measurement and evaluation, and as the foundation for certification as following:

- a. Sustainable Management;
- b. Socioeconomic impacts;
- c. Cultural impacts;
- d. Environmental impacts (including consumption of resources, reducing pollution, and conserving biodiversity and landscapes).

The GSTC Criteria are based on decades of prior work and experience worldwide, and they incorporate numerous guidelines and standards for sustainable tourism from every continent. They were extensively consulted throughout the development process, in both developed and developing countries, and in multiple languages. They exemplify our goal of achieving global agreement on sustainable tourism. The Criteria were developed in accordance with the ISEAL Alliance's standards-setting code, an international organization that provides guidance for the development and management of sustainability standards across all sectors. This code is based on applicable ISO standards. The Criteria represent the minimum, not the maximum, standards that businesses, governments, and destinations should strive to meet in order to achieve social, environmental, cultural, and economic sustainability. Due to the fact that each tourism destination has its own culture, environment, customs, and laws, the Criteria are intended to be adapted to local conditions and supplemented by additional criteria specific to the location and activity.

This research is mix method which correlation between qualitative and quantitative methods. Research where the data collection methods used were interviews, observation, documentation; and tabulating the data, Category A - Sustainable Tourism Destination Management, and Category B - Economic Utilization for Local Communities. Each type had its respective criteria, indicators, and supporting evidence to determine the data to ask and assess. As mentioned in table 3 interview and data collecting was collected and as the legal standing for scoring with the object.

The data collection stage in this study was carried out by interview, observation, and documentation methods. The interviews conducted were semi-structured interviews using the ISTA Criteria Sheet as a basis for collecting data, as an interview guide, and for the assessment carried out by the resource persons. The ISTA criteria sheets used were Categories A and B of the ISTA Criteria following the Minister of Tourism Regulation No. 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations and are contained in the ISTA Assessment Matrix issued by the Ministry of Tourism (2017b). This ISTA Criteria Sheet consists of:

- Part 1: Sustainable Tourism Destination Management (14 Criteria - 43 Indicators)
- Part 2: Economic Utilization for Local Communities (9 Criteria – 21 Indicators)

The first step in conducting interviews was to ask for a rating scale of 1-4 for each indicator and information related to supporting evidence for each indicator. Interviews were conducted with five resource persons from different stakeholders and felt competent and able to provide information related to the indicators asked. The resource persons were the Department of Culture and Tourism, the Management, the Patriot Tourism Organization, the Department of the Environment, and the Civil

Service Police Unit. The assessment is carried out using a number and color rating scale, as shown in Table 1.

Table 1: Number and Color Rating Scale for Each Indicator

<i>Color</i>	<i>Score</i>	<i>Status</i>
<i>Green</i>	<i>4</i>	<i>Fulfilled</i>
<i>Blue</i>	<i>3</i>	<i>Partially Fulfilled</i>
<i>Yellow</i>	<i>2</i>	<i>Less Fulfilled</i>
<i>Red</i>	<i>1</i>	<i>Not fulfilled</i>

(Source: Kementerian Pariwisata, 2017a)

Each indicator had an assessment or information related to supporting evidence. The authors then conducted observations and documentation to validate, demonstrate, and strengthen arguments regarding the supporting evidence of each indicator in the ISTA Criteria Sheet. The observations took place in the Kuin Tourism Village area. In contrast, documentation was conducted on several documents such as regional regulations, news in online media, activity reports, and others.

After assessing all indicators, the next step was tabulating the data in the Microsoft Excel application. The data compiled into a table was then calculated to determine the score of each category and the level of sustainability of Kuin Tourism Village. Calculations were carried out using the formula.

$$NA = (TN : TI) \times 100$$

Description:

NA: Final score of a destination based on ISTA Criteria

TN: The total score obtained from all indicators assessed

IT: Total of all indicators assessed

After obtaining the final score, the predicate of the destination assessed using the ISTA Criteria would be known. The classification of the sustainability level predicate from the assessment results is as follows.

Table 2: Sustainable Level of a Destination

<i>No.</i>	<i>Final Score</i>	<i>Quality</i>	<i>Status</i>
<i>1</i>	<i>301 - 400</i>	<i>Green</i>	<i>Very Sustainable</i>
<i>2</i>	<i>201 - 300</i>	<i>Blue</i>	<i>Sustainable</i>
<i>3</i>	<i>151 - 200</i>	<i>Yellow</i>	<i>Sufficiently Sustainable</i>
<i>4</i>	<i>100 - 150</i>	<i>Red</i>	<i>Not/Less Sustainable</i>

(Source: Kementerian Pariwisata, 2017a)

After obtaining the final score from each category and the sustainability predicate of the Kuin Tourism Village destination, the next step was to formulate an appropriate management strategy based on the value of each criterion. Strategy formulation used SWOT analysis based on IFAS (Internal Strategy Factor Analysis) matrices. SWOT analysis is the systematic identification of various factors to formulate corporate strategy. This analysis is based on a logic that can maximize strengths and opportunities while minimizing existing weaknesses and threats (Rangkuti, 2006).

The analysis divided the 23 ISTA Criteria into internal and external sections, then compiled them into IFAS matrices according to their status. Each criterion's opportunities, threats, strengths, and weaknesses are based on an assessment, 2.5 below as a negative status (weaknesses and threats), and a score above 2.5 as a positive status (strengths and opportunities). The rating in the matrix would be according to the ISTA criteria assessment. In contrast, the weight of each criterion came from a particular formula where the total number of weights may not be more than 1.0. The weight calculation is as follows.

$$B = NR / NTR.$$

Description:

B: Weight

NR: Rating Value x; This rating value will be adjusted to the results of the criteria assessment

NTR: Total Rating Value (Rangkuti, 2006).

Each matrix is then weighted to determine the final score of each factor. The final score is used as:

- The final score of Strength as the X-axis on the positive side
- The final score of Weakness as X-axis in the negative section
- The final score of Opportunity as the Y-axis on the positive side
- The final score of Threat as the Y-axis in the negative (Wardoyo, 2011)

Then, to find out the coordinates of Kuin Tourism Village based on the final score of each factor in the IFAS matrices, the calculation is:

$$(X : Y) = (N \text{ Strengths} - N \text{ Weaknesses}) : (N \text{ Opportunities} - N \text{ Threats})$$

Description:

X: X-Axis (Diagonal Line)

Y: Y-Axis (Vertical Line)

N Strength: Final value of strength factor

N Weaknesses: Final score of weakness factor

N Probability: Final score of probability factor

N Threat: Final score of threat factor

This coordinate point would indicate the position of Kuin Tourism Village in the SWOT diagram, whether it was in quadrant I (growth), quadrant II (diversification), quadrant III (turn-around), or quadrant IV (defensive). This position became a basis for selecting priority strategies in destination management. After the position of destination was known in the SWOT diagram, the last step was to formulate a strategy according to the conditions.

Results and Discussion

Some of the previous research about sustainable tourism was found. Some other research indicate that ISTA was an effective assessment tool for a mature ecotourism destination founded on indigenous culture and wisdom ([Http://Stp-Mataram.e-Journal.Id/JHI](http://Stp-Mataram.e-Journal.Id/JHI), 2019). Additionally, it was determined that a number of criteria were difficult to comprehend and apply during self-assessment of compliance, indicating that some revisions to the standard may be necessary. The research findings indicate that the sustainable tourism development model in Pujon Kidul Village is based on community-based tourism, in which the community is the owner, manager, and actor of tourism activities (Khairunnisa, 2020). the availability of funds for other fields of development in the form of year-on-year increases in village income. Fourth, public order is maintained through a reduction in social dysfunction behaviors. Tourism plays a critical role in the economic development of the village of Pujon Kidul. The owner's nationality and the year of establishment are both factors that influence the collaboration of dive centers in Pemuteran. To summarize, optimizing the government's role and involving local communities around Pemuteran is critical for developing sustainable Pemuteran diving tourism. The performance of green indicators in each category of measurement at 96 destinations demonstrates that the majority of Indonesia's destinations are still in the (red) at an average of 42.75 percent (Lemy *et al.*, 2019). The knowledge gained about the sustainability of Indonesia's destinations will assist the government in developing a focused and effective strategy for implementing sustainable tourism principles (Naja *et al.*, 2021).

Based on the data collection, the ISTA Criteria assessment in Kuin Village are as follows:

Table 3: ISTA Criteria Assessment in Kuin Tourism Village

Indicator Code	Indicators	Score
A.1 Sustainable Destination Strategy		
A.1.a	Multi-Year Development Strategy	2
A.1.b	Up-to-date and Easily Accessed by the Public	3
A.1.c	Engaging the Community	2
A.1.d	Political Commitment	2
A.2 Management Organization		
A.2.a	Responsible Organization	4
A.2.b	Private & Government Engagement	2
A.2.c	Organization Size and Scale	4
A.2.d	Individual Responsibility	3
A.2.e	Organizational Funding	2
A.3 Monitoring		
A.3.a	Public Monitoring and Reporting	2
A.3.b	Monitoring System Evaluation	2
A.3.c	Mitigation Procedure	1
A.4 Seasonal Tourism Processing		
A.4.a	Strategy in Low Season	2
A.5 Adaptation to Climate Change		
A.5.a	Climate Change Adaptation System	4
A.5.b	Climate Change Mitigation Policies / Regulations / Laws	4
A.5.c	Program for Climate Change	4
A.6 Inventory of Tourism Attractions and Assets		
A.6.a	Inventory and Classification of Tourism Assets and Attractions	3
A.7 Planning Arrangements/Regulations		
A.7.a	Planning and Zoning Guide	4
A.7.b	Land Use Guidelines, Regulations / Policies	4
A.7.c	Input from Local Communities for Guide Development	3
A.7.d	Planning Guide Communicated	4
A.8 Access For All		
A.8.a	Policies that Support Access of Individuals with Special Needs	3
A.8.b	Solutions for the Needs of Persons with Disabilities	1
A.9 Property Acquisition		
A.9.a	Laws and Regulations Regarding Property Acquisition	2
A.9.b	Policies or Laws Considering Ulayat Rights and Indigenous People	1

A.10 Visitor Satisfaction		
A.10.a	Visitor Satisfaction Data	1
A.10.b	Increasing Visitor Satisfaction	2
A.11 Sustainability Standard		
A.11.a	Industry Support for Sustainable Tourism Certification	4
A.11.b	Sustainable Tourism Certification	4
A.11.c	Monitoring of Tourism Business in Certification	3
A.11.d	Company Certification List	4
A.12 Safety and Security		
A.12.a	Inspection Obligations	2
A.12.b	Safety Handling	2
A.12.c	Crime Response System	2
A.12.d	Taxi Licensing System	4
A.12.e	Public Safety & Security Reporting	4
A.13 Crisis and Emergency Management		
A.13.a	Crisis Response and Emergency Response Plans	2
A.13.b	Finance and HR for Emergency Response Implementation	3
A.13.c	Crisis & Emergency Communication Procedures	2
A.13.d	Emergency Response Training	3
A.13.e	Emergency Response Plan	2
A.14 Promotion		
A.14.a	Order in Destination Promotion	2
A.14.b	Product and Service Explanation in Promotional Messages	2
B.1 Economic Monitoring		
B.1.a	Visitor Expenditure, Revenue per Room, Employment & Investment	1
B.1.b	Tourism Contribution Monitoring & Report	1
B.1.c	Labor Data	3
B.2 Job Opportunities for Local Communities		
B.2.a	Equal Employment Opportunity	4
B.2.b	Training Program	4
B.2.c	Safety Regulations / Policies	4
B.2.d	Wage Regulations / Policies	4
B.3 Society participation		
B.3.a	Stakeholder Engagement	4
B.3.b	Community Annual Meeting	2
B.4 Local Community Opinion		
B.4.a	Collection, Monitoring, Recording, and Reporting	3
B.4.b	Timeliness of Collection, Monitoring, Recording, and Reporting	2

B.5 Access for Local Communities		
B.5.a	Programs to Monitor, Protect, and Rehabilitate	4
B.5.b	Monitoring Visitors' Behavior and Character	2
B.6 Tourism Awareness Education Function		
B.6.a	Tourism Awareness Improvement Program	4
B.7 Exploitation Prevention		
B.7.a	Law and Prevention Program	4
B.7.b	Law and Programs Communicated	4
B.8 Community Support		
B.8.a	Industry, Tourist and Community Contribution Program	1
B.9 Supporting Local Entrepreneurs and Fair Trade		
B.9.a	Programs Build the Capacity of Local Residents & Entrepreneurs	3
B.9.b	Industry Encouraging Programs	1
B.9.c	Programs that Promote and Develop Local Products	3
B.9.d	Support for Local Craftsmen / Farmers	4

The assessment of the criteria above as a whole based on their status will produce the following data:

Table 4. Overall ISTA Indicator Assessment

Score	Color	Status	Indicator	Total Score
4	Green	Fulfilled	23	92
3	Blue	Partially Fulfilled	12	36
2	Yellow	Less Fulfilled	21	42
1	Red	Not fulfilled	8	8
Total			64	178

The assessment results will then be calculated to determine the predicate and sustainability of Kuin Tourism Village as a whole.

$$NA = (178 : 64) \times 100$$

$$NA = (2,78) \times 100$$

$$NA = 278$$

From the calculation above, Kuin Tourism Village's overall sustainability level is 278 or is included in the sustainable predicate. However, the current level of sustainability is not complete because it only contains two categories of calculations from a total of 4 categories in the ISTA Criteria. Kuin Tourism Village can only be sustainable based on two categories.

After knowing the sustainability status, the next step is to formulate a management strategy with a SWOT analysis using IFAS matrices. First, separate the ISTA criteria into their respective factors according to their position, namely internal (strengths and weaknesses) and external (opportunities and weaknesses). Based on the results of the criteria assessment in Kuin Tourism Village, the distribution is as follows:

Table 5: Table of Internal and External Strategic Factors Criteria for ISTA

INTERNAL				EXTERNAL			
STRENGTH		WEAKNESS		OPPORTUNITY		THREAT	
Criteria	Score	Criteria	Score	Criteria	Score	Criteria	Score
A.2	3	A.1	2,25	A.11	3,75	A.8	2
A.5	4	A.3	1,6	B.2	4	A.9	1,5
A.6	3	A.4	2	B.3	3	A.10	1,5
A.7	3,75	A.13	2,4	B.5	3	B.4	2,5
A.12	2,8	A.14	2	B.6	4	B.8	1
B.7	4	B.1	1,6	B.9	2,75	-	-

These criteria are then transferred to the IFAS and IFAS matrices to determine the plotting of the X and Y axes and the position of Kuin Tourism Village in the SWOT diagram, whether quadrant I (growth), quadrant II (diversification), quadrant III (turn-around), or quadrant IV (defensive). Below is the IFAS matrix of each strategic factor:

Table 6: IFAS Matrix of Strengths and Weaknesses Strategic Factors

Strengths Factors	Weight	Rating	Weight x Rating	Weaknesses Factors	Weight	Rating	Weight x Rating
A.2	0,15	3	0,450	A.1	0,18	2,25	0,405
A.5	0,19	4	0,760	A.3	0,14	1,6	0,224
A.6	0,15	3	0,450	A.4	0,17	2	0,340
A.7	0,18	3,75	0,675	A.13	0,20	2,4	0,480
A.12	0,14	2,8	0,392	A.14	0,17	2	0,340
B.7	0,19	4	0,760	B.1	0,14	1,6	0,224
Total	1,0	20,55	3,487	Total	1,0	11,85	2,013

Table 7: ISTA Matrix of Strategic Opportunities Factors

Opportunities Factors	Weight	Rating	Weight x Rating	Threats Factors	Weight	Rating	Weight x Rating
A.11	0,18	3,75	0,675	A.8	0,23	2	0,460
B.2	0,19	4	0,760	A.9	0,18	1,5	0,270
B.3	0,15	3	0,450	A.10	0,18	1,5	0,270
B.5	0,15	3	0,450	B.4	0,29	2,5	0,725
B.6	0,19	4	0,760	B.8	0,12	1	0,120
B.9	0,14	2,75	0,385	-	-	-	-
Total	1,0	20,5	3,480	Total	1,0	8,5	1,845

From the ISTA matrices made above, the final value of each SWOT factor is as follows:

Table 8: Final Value of SWOT Factor & Position of X and Y-Axis in SWOT Chart

SWOT Factors	Final Score	Position
Strength	3,487	Positive X-Axis
Weakness	2,013	Negative X-Axis
Opportunity	3,480	Positive Y-Axis
Threat	1,845	Negative Y-Axis

The final value of each factor is then used to determine the position of Kuin Tourism Village in the SWOT diagram. The calculation to find out the position of the destination is as follows:

$$\begin{aligned}
 X : Y &= (N \text{ Strength} - N \text{ Weakness}) : (N \text{ Opportunity} - N \text{ Threat}) \\
 &= (3,487 - 2,013) : (3,480 - 1,845) \\
 &= 1,474 : 1,635
 \end{aligned}$$

From these calculations, the X-axis of Kuin Tourism Village is 1.474, while the Y-axis is 1.635. When plotted in the SWOT diagram, Kuin Tourism Village is in quadrant I (growth). The position is shown in Figure 2.

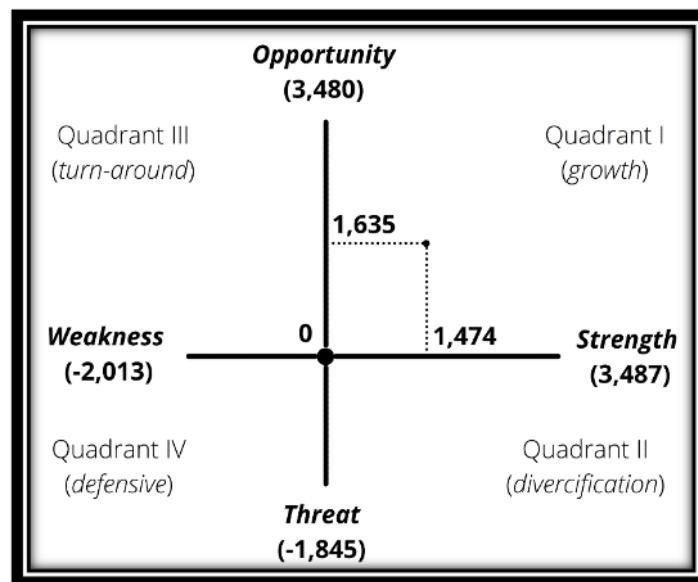


Figure 2. The Position of Kuin Tourism Village in the SWOT Diagram

From the analysis, Kuin Tourism Village has a level of sustainability included in the sustainable predicate. Based on the position in the SWOT diagram, Kuin Tourism Village is in quadrant 1 (growth). Thus, the strategy consists of the S-O (Strengths – Opportunities) Strategy. However, based on research, two problems have made Kampung Wisata Kuin lose its attractiveness value and no longer become a priority in Banjarmasin and South Kalimantan.

The first problem is because the Department of Culture and Tourism and the management are more likely to see tourists in Kuin Tourism Village standing individually. The manager was initially formed to manage each tourist attraction, not operating the place as an area. Therefore, the government and managers often promote tourism objects in Kuin Tourism Village rather than enabling them. The second problem is that the manager does not yet have an official document approved by the Banjarmasin City Culture and Tourism Office related to the destination development strategy with a work program and budget. In the absence of these documents, the manager does not have a strong guide and basis in carrying out the development strategy of Kuin Tourism Village.

With the problems described above and Kampung Wisata Kuin, which is in quadrant I (growth) in the SWOT diagram, the most appropriate management strategy is the SO (Strengths & Opportunities) strategy, which collaborates with a design that can overcome the problem. Therefore, 14 strategy points were formulated, of which 12 were strategies to accommodate the 12 criteria included in the S-O Strategy, and two were to overcome the two problems. Below is a strategy formulation in Kuin Tourism Village that follows the conditions and issues are mentioned:

1. The management party must have a clear and documented job description for each position in the organizational structure and be more active by providing proposals and invitations for cooperation to other parties (such as private parties). This strategy is addressed to Pokdarwis Kuin Samudra.
2. Inventing all assets and attractions in Kuin Tourism Village includes cultural tourism, such as the Baayun Maulid tradition, making Ashura porridge, traditional Banjar houses, Japin theater arts, Japin music, and many more. This strategy is addressed to Pokdarwis Kuin Samudra.
3. Staying active in providing input on planning and regulations that consider environmental, economic, & social impacts in Kuin Tourism Village. This strategy is addressed to Pokdarwis Kuin Samudra.
4. Conducting scheduled periodic checks regarding electrical safety and fire hazards, Kuin Tourism Village must also have the first-aid posts completed with kits and human resources with a medical background and is always on standby. The manager can make a proposal that is submitted to the office to create a first-aid post, evacuation route and use technology to prevent a crime (by installing CCTV at several points in the Kuin Tourism Village area). This strategy is addressed to Pokdarwis Kuin Samudra.
5. Continuing to routinely carry out Judicial Operations in the Kuin Tourism Village and Banjarmasin City and schedule socialization on the prevention of exploitation, especially with the target audience of women and children. This strategy is addressed to Babinsa, Bhabinkamtibmas, Satpol PP, and the Banjarmasin City Women's Empowerment and Child Protection Service.
6. Encouraging more industries in the area around Kuin Tourism Village Destinations to obtain CHSE certification. This strategy is addressed to the Banjarmasin City Culture and Tourism Office.
7. The management parties involved must expand the management coverage area in Kuin Tourism Village (become a tourist area, not a per-tourism object). Kuin Tourism Village as a tourist area

has several tourist objects with all the attractions and does not promote the tourism objects there separately. This promotion can be through the government website, the Instagram account of the Department of Culture and Tourism, the manager's Instagram account, and the Patriot Tourism Instagram account. This strategy is addressed to the Kuin Samudra Pokdarwis & the Banjarmasin City Culture and Tourism Office.

8. Kuin Tourism Village must have an official destination development strategy (a document) with a clear work plan and budget and be known and signed by the Banjarmasin City Culture and Tourism Office. The making must, of course, involve the local community for advice and input. The document will later guide in developing and advancing the Kuin Tourism Village destination. This strategy is addressed to the Kuin Samudra Pokdarwis & the Banjarmasin City Culture and Tourism Office.

With the management strategy, Kuin Tourism Village will overcome problems to become a leading tourist area in Banjarmasin and South Kalimantan Province, with more sustainable management and the surrounding community economic benefits from tourism activities. As the result found in SWOT analysis that the strength and opportunities in the sustainable tourism Kuin Tourism Village is highest then the weakness and threats. But some variables need to be fulfilled, which are monitoring and accessibility. Also, accessibility should be improved because it contributes to the weaknesses of this research, as mentioned in table 5 and 7.

Conclusion

Based on the data collection and analysis, Kuin Tourism Village was awarded a sustainable title with 23 green indicators, 12 blue indicators, 21 yellow indicators, and eight (8) red indicators. Furthermore, based on the weighting of the ISTA criteria using the IFAS matrices, Kampung Wisata Kuin has the coordinates of the X-axis = 1,474 and the Y-axis = 1,635. The coordinates indicate that the destination is in quadrant I (growth) in the SWOT Diagram. With this position, the strategy that should be chosen to be implemented in the management of Kampung Wisata Kuin is the S-O (Strengths - Opportunities) strategy.

Even though Kampung Kuin has been a sustainable and growth destination, two problems have been found. They have made Kampung Kuin lost in attractiveness and are considered not one of the priority destinations in Banjarmasin and South Kalimantan. Therefore, the most appropriate management strategy applied in Kampung Kuin is the S-O strategy (strengths and opportunities) in collaboration with strategies that can overcome these problems. Thus, 14 strategy points were formulated to be implemented in Kuin Tourism Village. The design is expected to overcome the issues to become a leading tourist area with an increasingly sustainable management level. The community around Kampung Kuin will benefit economically from tourism activities.

However, the research has several shortcomings. The first shortcoming is that the categories used in conducting the assessment are only limited to 2 categories: Category A – Sustainable Tourism Destination Management and Category B – Economic Utilization for Local Communities. The level of sustainability obtained is not the level of sustainability. The next drawback is that this research occurred during the COVID-19 pandemic, so it could not have the Forum Group Discussion (FGD) method. The stakeholders or resource persons involved could be in one forum to conduct a joint assessment.

Several suggestions can improve the data and the assessment accuracy regarding the sustainability level predicate of Kuin Tourism Village.

1. To get the level of sustainability of Kuin Tourism Village as a whole, it is advisable to assess the sustainability level of the destination using the ISTA Criteria by including Category C - Cultural Conservation for the Community and Visitors and Category D - Environmental Conservation as an assessment material.
2. To avoid misjudgments made by the resource persons due to lack of mastery of the material and assessment score, it is better if the assessment occurs in one forum for a joint evaluation by stakeholders or resource persons involved in the Group Discussion Forum (FGD).

According to the findings of the SWOT analysis, the strengths and opportunities in the sustainable tourism Kuin Tourism Village outnumber the weaknesses and threats. However, some variables regarding monitoring and accessibility for all should be improved, as these are still the research's weaknesses, as explained in tables 6 and 7.

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