



Poverty Alleviation Strategy Through The Development Of Tourism In The Buleleng Regency, Bali

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Abstract: Buleleng is the name of a district located in the northern region of Bali. This area has abundant tourism potential, but ironically, in this region the largest poverty rate throughout Bali is held, which is by 43,430 people or approximately 6.74 percent of the average percentage of poor people, which is 4.74 percent. The current case condition in Buleleng Regency showed that the tourism development has not been able to provide significant economic benefits to the local communities, in fact, as has been witnessed in developed countries, tourism has a strong potential to become an instrument for poverty Alleviation. Such poverty Alleviation would be effective if tourism net benefits that feel on the poor are greater than the social, economic and environmental costs. The objectives of this study are: (a) to examine the effectiveness of poverty Alleviation policies and programs implementation and (b) to formulate the poverty Alleviation strategies through the development of tourism in Buleleng Regency, Bali. The poor households, who lived around the tourisms villages, were the population in the study. From the population the sample was taken by applying the Slovin method. The data collection was done through interviews, observation, and literature studies. The data analysis techniques used were descriptive and SWOT analysis. The findings of the study showed that in aggregate the condition of poverty in Buleleng Regency is in a critical category. This indicates that the problems of poverty still need a major concern that requires serious and comprehensive handling from all aspects with the result that it can be reduced properly. The poverty Alleviation strategies based on the SWOT analysis are as follows: (a) a strategy to improve community quality and capacity, (b) a tourism development strategy for community capacity building, (c) a strategy for upgrading education and skills to improve the community independence, and (d) an institutional strategy for increasing the regional and national competitiveness.

Index Terms - Strategy, Avelliation, Poverty, Development, Tourism

I. INTRODUCTION

Poverty is one indicator of development, the success of a development can be seen from the significant changes in the poverty epicenter. This condition is the cause of the government's interest in carrying out various actions for poverty alleviation. The tourism sector which has long been referred to as a reliable economic sector is included in this corridor. The government believes that tourism development programs have the potential to reduce poverty if it is strategically based on objective reality.

Tourism is the mainstay of development in Bali. Tourism's contribution to Bali's economy is quite high. This can be seen from the increase in the number of tourists from abroad and domestic, from around 3,663,656 in 2000 to 5,618,496 in 2017. There are three things that justify tourism development in poverty alleviation efforts, which are (1) tourism has great potential in relation to opportunities in locally based businesses, (2) tourism is an industry with a large employment absorption, and (3) tourism is built on natural and cultural resources owned by local communities including the poor.

Buleleng Regency is located in the northern part of Bali. It is the largest area in Bali covering an area of 13.65.88 Km². Based on the Regent's Decree Number 430/927/HK/2015 concerning tourism development in rural areas, there are currently ten tourism villages developed in Buleleng Regency. The ten tourism villages consist of Ambengan, Sambangan, Sembiran, Gitgit, Munduk, Sidatapa, Pemuteran, Kalibukbuk, Cempaga and Gobleg villages. Despite the efforts of the Buleleng Regency Government to develop tourism to rural areas, the Buleleng Regency still has the largest poverty rate in Bali at 43,430 or around 6.74 percent above the average percentage of poor people in Bali at 4.74 percent. The case in the Buleleng Regency shows that the development of tourism has not been able to become a core development to improve people's living standards and reduce poverty in Buleleng.

Because of the inability of tourism to distribute tourism resources to the poor, a constructive study is needed to make tourism not as a mere economic machine, but as a means of fair resource distribution and redistribution for the community. This research is expected to find constructive points in answering the challenges of poverty alleviation through tourism so that from these findings, a new concept and policy can be designed to accelerate poverty alleviation efforts based on tourism potential in the north Bali region.

In line with the background, the research problems are: (a) what are the effectiveness of poverty Alleviation policies and programs in Buleleng Regency? (b) How to alleviate the poverty through the strategy of developing tourism in the Buleleng Regency?

II. TOURISM AND POVERTY : THEORY REVIEW

Tourism development can improve the economic performance of a region. Tourism can provide opportunities for various economic activities of the community. When the tourists visit a country, they bring foreign exchange to that country. With foreign exchange, the country will get development funds to increase the economy and alleviate poverty. It shows how foreign exchange increases the economy of the country and the world. Therefore, the tourism sector is one sector that is able to integrate economic progress in various dimensions on a national, regional and global scale.

Poverty is a national, regional, and global problem that cannot be tolerated, because it afflicts humanity. One way to alleviate poverty is to involve the poor in various integrative activities with the tourism business.

The effort needed for the development of tourism that enhances the welfare of the community is through the utilization of natural and cultural resources that can be used as tourism objects and attractions. The main reason for the development of tourism in an area is closely related to the economic development of the region, this development brings benefits and advantages that can be obtained by the local community. With the development of tourism in a region, it is expected that the number of tourist visits can increase, which in turn will lead to new demands on agricultural, livestock, plantation, handicraft and home industry products. Thus, the effort to develop tourism does not stand alone and is one way to alleviate poverty. Several studies have found that tourism development has been able to provide additional income for poor families who live around the tourist village to get out of the poor category (Dewi, Made Heny Urmila., 2004; Damanik, J. 2005; Madiun, 2008).

The people-centered development approach is intensely relevant to the thinking patterns of decentralized policy thinkers in handling social problems such as poverty. This approach realises how important the capacity of the community is to increase an independence through the ability to exercise internal control over resources. The people-centered development model places more emphasis on empowerment, and this model views people's initiative and creativity as the most important development resources in the development process. Studies on the strategies for community empowerment, both economic, social, cultural and political are important as inputs for reformulation of the people-centered development. This reformulation provides a huge opportunity for the community to develop in a participatory manner. In a participatory development, an empowerment is one strategy that is considered appropriate if the determinant factors are conditioned in such a way that empowerment is undistorted.

Regarding the empowerment strategy, Hikmat (2004) in Dewi (2017) suggests that there are three main strategies for empowerment in the practice of social changes, namely traditional efforts, direct action, and transformation. Each can be explained as follows: 1) traditional strategy suggests that the parties understand and choose the best interests freely in various circumstances; 2) direct action strategy requires the dominance of interests that are respected by all parties involved, in terms of possible changes; and 3) transformative strategy indicates that long-term mass education is needed before self-identification. Thus, consequently the community development process should be assumed on the following principles: 1) the direction of community growth always rests on increasing the public participation in social structures; 2) community dissatisfaction that must be channeled into joint resolution planning and action; 3) in the implementation of community development programs leaders who are identified and accepted by various community groups shall be involved; and 4) the determination of the community development program must rely on joint decisions of the community itself by paying attention to the pace of the community and involving the community fully in the development planning process.

The relevance of these strategies to poverty Alleviation efforts is that nationally it is recognized that mitigation efforts have been implemented through the Social Safety Net (*Jaring Pengaman Sosial* or *JPS*) program and compensation program combined with poverty Alleviation program. In principle, the *JPS* program aims to help poor people not to become poorer and worse off, and to be able to live a prosperous life. Meanwhile, the compensation program is short-term and aims to help the community who are directly affected by the economic structural adjustment policies. This policy that took place in conformity also caused excesses for workers who experienced termination of employment. The poverty Alleviation program is a long-term development intervention program carried out sustainably by the government and the community. The active participation of the entire community through a massive movement is another effort taken to overcome the problem of poverty. This movement was carried out to eliminate the impression that efforts to reduce poverty were only the responsibility of the government. The active participation of the community also shows that they have deep empathy, built on the principle of *asah-asuh, asih*, a principle which means that life shall be capable of delivering the humanity to achieve safety and well-being and happiness of life both physically and mentally. The government's concern in poverty Alleviation can also be seen from the program of the Integrated Poverty Alleviation Movement (*Gerakan Terpadu Pengentasan Kemiskinan* or abbreviated *Gerdu Taskin*) which was launched since 1998. The *Gerdu Taskin* is an integrated and comprehensive poverty Alleviation effort carried out by the government, private sector, non-governmental organizations, community organizations, the wider community and the poor themselves. As a concrete effort, since 1998/1999, the government embodied the District Development Programme (*Program Pengembangan Kecamatan* or *PPK*) policy, and the Urban Poverty Alleviation Program (*Program Penanggulangan Kemiskinan Perkotaan* (*P2KP*), then the so-called the National Community Empowerment Program (*Program Nasional Pemberdayaan Masyarakat* or *PNPM-PPK*) which substantially aroused active participation of the community to participate in the poverty Alleviation movement. However, these programs have not been fully able to alleviate the poverty in Bali.

III. METHODS

This research was conducted in Bali, especially in the northern Bali region, Buleleng Regency. Buleleng was chosen as the location of the study because it has abundant tourism potential but still has the largest poverty rate in Bali, which is 43,430 or around 6.74 percent above the average percentage of poor people in Bali of 4.74 percent. This is the fundamental reason why this research was conducted in Buleleng Regency.

The data in this study were sourced from primary and secondary data. The research instrument used in this study was a questionnaire containing a list of questions about the respondents: the age, number of family members, the amount of family dependency burden, income, expenses and so forth. In addition to the main instruments in this study, the researchers also used other instruments such as unstructured interview guidelines, which is in the form of open questions that allow each question to develop in a more specific direction. The equipment includes recording devices and digital cameras, as well as field notes to record what is heard, seen, experienced, and thought during the data collection process. By using these instruments, they were expected to be able to obtain data or information quickly and accurately in the sense that the data or information obtained were truly valid in relation to the problem studied.

The population in this study is the poor who live around tourist villages in Buleleng Regency. There are ten tourist villages in Buleleng Regency. The ten tourism villages are Ambengan, Sambangan, Sembiran, Gitgit, Munduk, Sidatapa, Pemuteran, Kalibukbuk, Cempaga, and Gobleg. The number of poor households in the 10 tourism villages were 12,445 households. From the Slovin method sampling calculation

with 10 percent fault tolerance, there were 200 poor households. They were chosen purposively by considering the level of poverty and their knowledge of the problems being examined.

In order to complete the data for the purposes of analysis, other informants from certain circles were involved in the research problem. For example, from the Local Government (Bappeda, Diparda, BPMD), tourism practitioners and other relevant sources. The number of informants is not determined precisely because it depends on the level of saturation and the validity of the data obtained. With such techniques, researchers expect to be able to obtain enough and in-depth data, in addition to the cross-check data (triangulation) so that the validity of the data was more secure. Data collection in this study was carried out through interviews, observation, and literature studies, including searching material from the internet.

Data analysis techniques used in this study were qualitative descriptive analysis and SWOT. The use of SWOT analysis is motivated by a logic that it is capable of maximizing strengths and opportunities, and at the same time is capable of minimizing weaknesses and threats. Based on the data analysis techniques, it is expected that a description of a socio-economic phenomenon that is sufficiently profound can be produced. That is, the description is really related to and reflects the socio-economic complexity that occurs in society.

IV. RESULTS AND DISCUSSIONS

4.1 General Description of Buleleng Regency Area

Buleleng Regency is located in the northern part of Bali Island, extending from west to east. Geographically, Buleleng Regency is located at a position of 8003'40' - 8023'00' of South latitude and 114025'55' - 115027'28' of east longitude. The borders of Buleleng Regency are: in the western part bordering Jembrana Regency, Bali sea in the north, in the east bordering Karangasem Regency, and in the south bordering Tabanan, Badung, Jembrana and Bangli Regencies.

Overall the total area of Buleleng Regency is 136,588 hectares or 24.25 percent of the area of Bali Province. Gerokgak sub-district is the widest sub-district, which is 26.11 percent of the regency, while the sub-district with the smallest area is Buleleng sub-district, which is 3.44 percent.

Most of the area of Buleleng Regency is a hilly area that stretches in the southern part, while the northern part is stretched along the coast and a lowland. Two lakes in Buleleng Regency are Tamblingan Lake (110 hectares) located in Banjar Sub-District and Lake Buyan (360 hectares) located in Sukasada Sub-District. Buleleng Regency consists of 9 sub-districts with 148 villages and 620 small villages. The area of each sub-district is as shown in Figure 1

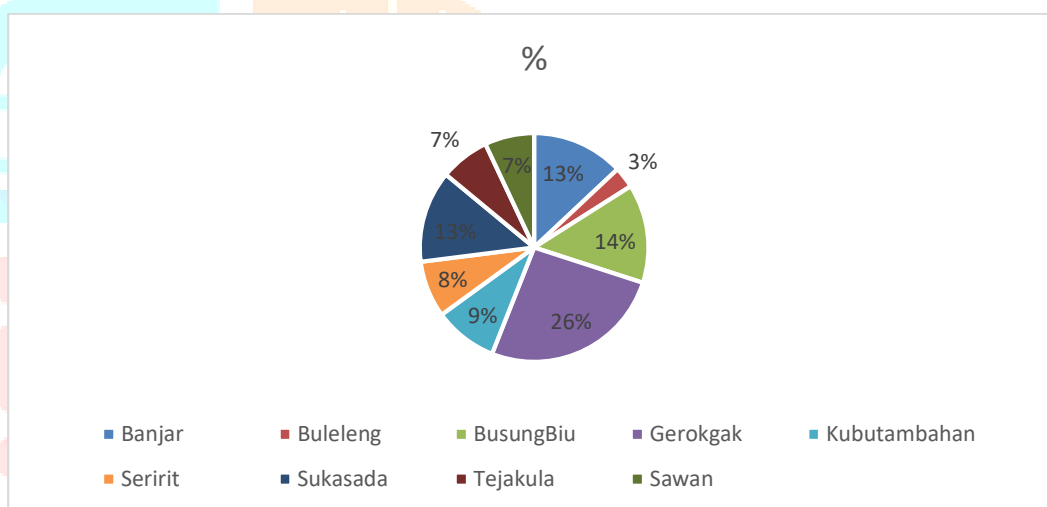


Figure 1. Sub-District Area in Buleleng Regency, 2017

4.1 Demography and Social

The population is one of the basic capital of development because the main role player in the development process is the population itself. It can be a complicated problem or will become a serious burden if the quality of human resources is low. The population of Buleleng Regency in 2017 reached 650.10 thousand people. It consists of 323.80 thousand males and 326.30 thousand females with a sex ratio of 99.23. The population density of Buleleng Regency is 594 people per km². Buleleng Subdistrict is the most populous sub-district with a density of 3301 people per km². When viewed based on the average people per Family card in Buleleng Regency, it ranges from 3-4 people per family.

4.2 Buleleng Regency Tourism Development

In accordance with the Bali Provincial Regulation No. 4 of 1999 concerning Tourism, in the Buleleng Regency, the tourism regions have been established, they are the Kalibukbuk tourism region (Lovina) and the Batu Ampar tourism region in western Buleleng. Both regions provide a variety of marine natural resources which are usually associated with three "S"s (sun, sea, and sand). Lovina tourism region is very famous for dolphin tours, while Batu Ampar tourism region is famous for marine biotas such as coral and ornamental fish. With the potential of the sea owned by these two regions, it is very suitable as a marine tourism destination such as snorkeling and diving activities. In addition, the area of Buleleng Regency which has an area of 136,588 hectares with hilly and coastal areas (approximately 144 km) is also very suitable to be developed into natural and agro-tourism destinations.

The land area for the allocation of tourism is around 36,824 Ha or 26.95% of the area of the regency, consisting of:

1. Tourism regions, covering 3 (three) regions, they are:

- Kalibukbuk, includes: Kalibukbuk, Pemaron, Tukad Mungga and Anturan Villages in Buleleng Sub-District, and Kaliase, Temukus, and Tigawasa Villages in Banjar Sub-District.
- Batu Ampar tourism region, includes: Penyabangan, Banyupoh, Pemuteran, Sumberkima and Pejarakan Villages in Gerokgak Sub-District.

- c. The Air Sanih Tourism Region includes: Desa Tembok, Sambirenteng, Penutukan, Les, Bondalem, Tejakula, Julah, Sembiran and Pacung Vilages in Tejakula sub-district and Bukti village in Kubutambahan Sub-District.
2. Daya Tarik Wisata Khusus (DTWK) Region, include: Pancasari and Wanagiri Villages in Sukasada Sub-District, Munduk, Gesing and Gobleg Village in Banjar Sub-District, and Umejero Village in Busungbiu Sub-District.
3. Daerah Tujuan Wisata (DTW) Region, includes: Nature tourism (Menyali Village, in Sawan Sub-District, Sekumpul Waterfall in Sawan Sub-District, GitGit Waterfall in Sukasada Sub-District, and so on.

4.3 Tourist Visits

Buleleng Regency has abundant natural and cultural resources as a tourist attraction. Tourism is a mainstay sector that is expected to improve the economic welfare of Buleleng Regency. Tourism activities that have been successfully maintained in Buleleng Regency can be seen from the increase of tourist arrivals. In 2017 the number of tourists visiting tourist attractions in Buleleng Regency was recorded of 805,458 foreign tourists. Compared to the previous years, the number of tourist visits continued to increase. The increase in tourist visits indicates that Buleleng Regency has an attraction to be the main destination in Bali. The development of tourist visits to tourism objects in Buleleng Regency is shown in Figure 2.

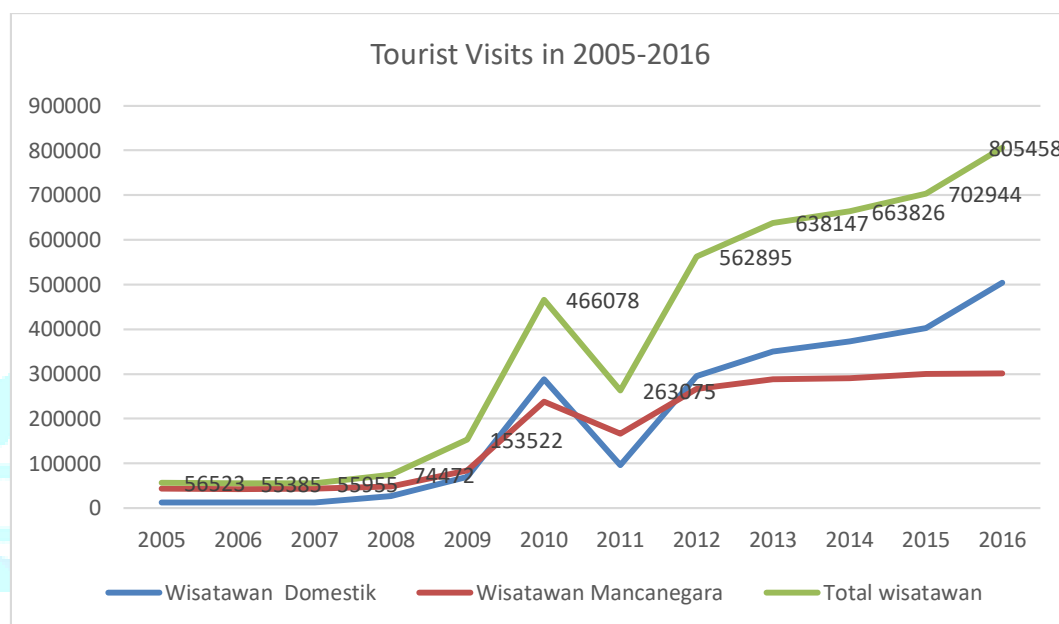


Figure 2. Tourist Visits in 2005-2016

4.4 Profile of Poor Households in Buleleng Regency

Households play an important role in the implementation of regional development. The households that are in prosperous condition can be a driving force for economic growth in a region. The following explanation describes the general characteristics of poor households in Buleleng Regency, including age, gender, level of education, number of family dependents, land ownership, and the type of work

A. Age

Age determines a person's productivity, generally, the prime age will be able to produce optimally. The results of the study showed that poor households in Buleleng Regency are of productive age (25-64 years old) with 75 percent, only 5.58 percent of them are no longer productive (> 65 years). The productive age should be used to increase productivity so that they can get out of poverty. The percentage of poor households in Buleleng Regency is presented in Figure 3.

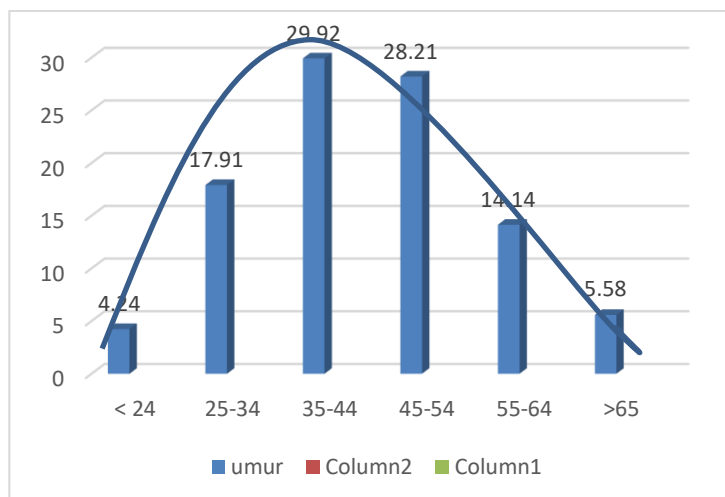


Figure 3. Percentage of Age Groups of Poor Households

B. The number of dependents

The number of poor household members in Buleleng Regency is large. The average number of poor household members is 6 people. These large number of household members, if not supported by adequate income, they are in a risk of entering the poor group. The average dependency burden of poor households is 4.16, meaning that those who are productive are responsible for 4 people who are not or not yet productive. The results of the field study showed that poor households in Buleleng Regency bear many members who are no longer productive. this means that their income will be only enough to support those who are no longer productive, so they cannot improve their quality of life. The solution is to increase the productivity of poor households in order to be able to increase the income of families to be able to improve their quality of life through improving their skills that are in accordance with the potential of the region's resources around their homes.

C. Level of Education

Education is one of the factors that affect one's work productivity. The higher the education, the higher the productivity of one's work will be. The results of the field study found that the average level of education of poor in Buleleng Regency was low, only in the level of elementary school or lower. Low levels of education have an impact on work productivity and income. With low education, they cannot compete in the job market. They are only able to work in fields that cannot provide high income. They are only able to work in fields with low income. Low income causes them to be unable to fulfill their basic needs so that they are classified as poor. Percentage of the education level of poor households as shown in Figure 4.

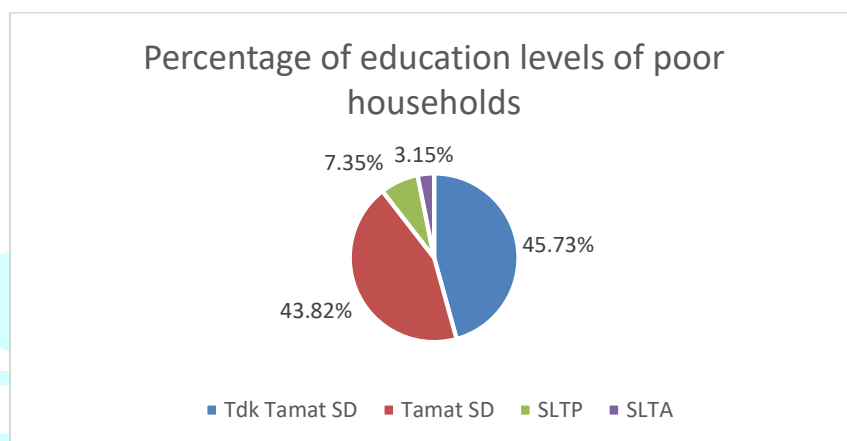


Figure 4. Percentage of education level of poor households in Buleleng Regency

D. Income

Income is one indicator in determining poor households. The lower income obtained can be one of the causes of them being classified as poor. The results of the field study found that the average income of poor households in Buleleng Regency reached Rp 850,000 per month. This figure is far from the UMR (the legal minimum wage) which reached Rp 1,100.00, - With an average number of household members of 6 people, it is clearly not enough to meet the living needs of the household members, in other words, their income is clearly not able to be used to improve their quality of life. The percentage of income level of poor households in Buleleng Regency is presented in Figure 5.

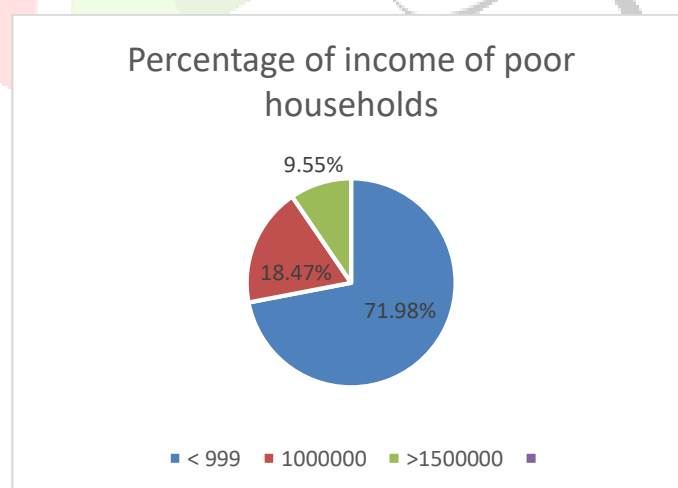


Figure 5. Percentage of the level of poor household income in Buleleng Regency

E. Skills

Skills are one of the basic capital that must be possessed to increase productivity. The higher the skills possessed by a person, the more productivity will increase. The skills of poor households are sufficient but are not used optimally to increase their income. The results of the field study showed that the skills possessed by the poor household were minimal. This condition clearly influences the competitiveness of poor household in the labor market. The solution offered is the need to increase skills so that their productivity increases..

4.5 The Role of Tourism in Poverty Alleviation

The tourism industry has a uniqueness for its consumers so that it opens opportunities for local residents to market various commodities and services, opening opportunities to diversify the local economy that can touch marginal areas, opening opportunities for micro, small, and medium scale business that is affordable by the poor and not only depends on capital but also depends on cultural capital and natural capital which are already available in the region. Tourism has the potential to become a poverty alleviation instrument. This poverty alleviation will be effective if the net benefits of tourism for the poor are greater than their social, economic and environmental costs.

There are three roles of the tourism sector in supporting the economy of Buleleng Regency: in the form of expanding employment opportunities, increasing community income and an even development between regions of West, Central, and East Buleleng.

One of the Forms of poverty alleviation is through the development of the tourism sector with the concept of empowering the community by exploring and raising critical awareness of poor households and encouraging their participation in managing tourism activities. Therefore institutions that are able to become a place to channel their aspirations are very much needed.

The strategic position of the people of Buleleng Regency in poverty alleviation includes two factors consisting of internal factors and external factors. Internal factors in the form of strengths owned by the community, among others: the role of the government in poverty alleviation, the role of non-governmental institutions, the potential of natural resources, the availability of a productive workforce, and a strong institutional structure. Internal constraints faced are low-quality human resources, limited access to natural resources, limited access to capital, limited access to marketing and information, and low integration of local institutions. While external factors include local government policies, regional economic conditions, technological developments, business and employment opportunities in the tourism sector, and social responsibility.

Under these conditions a comprehensive effort is needed for poverty alleviation in Buleleng Regency, (1) improving the quality and capacity of the poor, (2) increasing institutional and tourism development to increase the capacity of the poor, (3) increasing community independence through higher education and training, and (4) increasing competitiveness of the region.

4.6 Poverty Alleviation Program In Buleleng Regency, Bali

Poverty Alleviation is a cross-sector priority program with a target of reducing poverty in the range of 11.5 - 12.5 percent. To achieve these targets, the policy direction taken includes three important things, as follows: (1) encouraging pro-poor growth by not overriding the businesses involving poor people; (2) improving the quality of poverty Alleviation policies and programs through affirmative or partisanship policies; and (3) increasing the effectiveness of the poverty Alleviation implementation.

Various poverty Alleviation programs that are in accordance with the Presidential Regulation on Accelerating Poverty Alleviation have been implemented, that the poverty Alleviation programs are coordinated in three program clusters, namely (1) the group of family-based integrated social assistance program that aims to fulfill the basic rights, reduce the burden of life, and improve the quality of life of the poor; (2) the group of community empowerment program that aim to develop potentials and strengthen the capacity of poor group to be involved in development; and (3) the group of micro and small economic enterprises based programs aimed at providing economic access and strengthening for micro and small scale business actors.

The implementation of the government programs has succeeded in reducing poverty rates by 16,542 poor households or 32.16 percent of 51,340 poor households. Nevertheless, the poverty rate in Buleleng Regency is still not fully alleviated and this figure shows a reflection of the achievement of various nonoptimal poverty Alleviation programs.

The details of various poverty Alleviation programs based on clusters are outlined in the following sections.

Cluster 1: Social Protection, Health and Basic Services

A. The Poor Basic Rights Fulfillment Program

The Poor Basic Rights Fulfillment Program is one of the poverty alleviation programs in Buleleng Regency which was funded jointly with the Regional Revenue and Expenditure Budget of Buleleng Regency and the Regional Revenue and Expenditure Budget of Bali Province. The activities of the Poor Basic Rights Fulfillment Program consist of:

1. The provision of supplementary food to toddlers/school children from poor families
2. Free medical treatment/free health services for the poor
3. The granting of scholarships for poor families

To optimize the implementation of policies, coordination and facilitation of poverty Alleviation in Buleleng Regency, a Poverty Alleviation Coordination Team for the region has been formed.

B. Program for Livable Houses

The home surgery program is one of the poverty alleviation programs in Buleleng Regency funded by the Regional Revenue and Expenditure Budget of Bali Province and the Regional Revenue and Expenditure Budget of Buleleng Regency. This livable house surgical program activity includes:

1. Rehabilitation of uninhabitable homes
2. Provision of clean water facilities for the poor
3. Provision of electricity around the houses of the poor

C. Bali Mandara Health Insurance

In order to give a sense of justice to the community, every member of the community can take advantage of the Bali Mandara Health Insurance (*Jaminan Kesehatan Bali Mandara* or abbreviated *JKBM*) in all hospitals and health centres in Bali. This insurance provision aims to increase the coverage and quality of public health services and can manage finances transparently. The insurance is subsidized by the Provincial Government in the form of social assistance or grants to hospitals and health centres and sharing funds from Buleleng Regency.

Cluster 2: Community Empowerment, Local and Regional Economic Development

The community empowerment and local and regional economic development in the Province of Bali are carried out through the Integrated Agriculture Management System (*Sistem Manajemen Pertanian Terintegrasi* or abbreviated *Simantri*). It is a flagship program of the Bali Provincial Government in order to accelerate the adoption of agricultural technology which is the development of a pilot model in the context of transferring technology to the rural communities. This activity is motivated by:

1. The potential of natural resources and human resources has not been explored in the development of agribusiness enterprises, especially in rural areas optimally.
2. The undeveloped internal diversification in the agricultural sector and between sectors with the agribusiness development especially in rural areas.
3. The unfocused and unintegrated activities between the agricultural sub-sectors and their supporting sectors.
4. The low level of farming incentives because of the lack of implementation of business technology and the implementation of an integrated, effective and efficient farming system.

The *Simantri* program integrates the agricultural sector activities with its supporting sectors both vertically and horizontally according to the potential of each region by optimizing the utilization of existing local resources. The integrating activities are carried out oriented towards zero waste farming and capable of producing a 4F, comprising *Food, Feed, Fertilizer, and Fuel*.

The poverty Alleviation program in Buleleng Regency is indeed diverse. The public perceptions of the poverty Alleviation program implemented by the government are presented in table 4.1.

Table 4. 1 Community Perceptions of the Poverty Alleviation Program in Buleleng Regency in 2018

No	Community Perceptions	Quantity (person)	Percentage (%)
1	Very Satisfied	30	27,27
2	Quite Satisfied	58	52,73
3	Less Satisfied	13	11,82
4	Very Dissatisfied	9	8,18
	TOTAL	110	100

Source: Primary Data, Processed, 2018

Table 1 shows that a number of people perceived the government efforts in tackling the poverty in Buleleng Regency are quite satisfactory, represented by 53 percent. However, there are some people, represented by the percentage rate of 10, who claimed that the poverty Alleviation efforts in Buleleng Regency are very unsatisfactory. The reasons for community dissatisfaction with the poverty alleviation programs include, firstly, the concerned households were not aware of the programs designed by the government to tackle the poverty; secondly, the implementation of the programs that are not well targeted means that there are many programs for the poor but it is enjoyed by people who are not poor, thirdly, there has been no changes in the welfare of the community life from the impact of the poverty alleviation program in the regency.

Some policies that are assessed by the community as quite effective are the provision of poor rice programs (*RASKIN*), direct cash assistance (*BLT*), public health insurance (*JAMKESMAS*), home surgery, scholarships, capital assistance for businesses, access to credit for the poor, education, expansion of the field work, and entrepreneurial empowerment.

The poverty Alleviation efforts have generally been carried out through the provision of basic needs, such as fulfilling the needs for clothing, food, health, education, expansion of employment opportunities, provision of revolving credit, infrastructure building, counseling and mentoring. In general, the poverty Alleviation efforts are still materially oriented so that their continuation is still very much dependent on the availability of the budget and government commitment. The low capacity and initiative of the community to tackle the poverty in their own strategy is still unoptimal.

4.7 Poverty Alleviation Strategy In Buleleng Regency

The strategic position of the community in poverty Alleviation can be seen from the strong desire to obtain economic opportunities that exist in various forms of business. It is also supported by strong social capital and support from the local government and related parties in an effort to reduce the problems faced by the poor.

SWOT analysis is a technical analysis that can position the community in alleviating poverty. The logic that the analysis technique can maximize the strengths and the opportunities and simultaneously minimize the weakness and the threats is the basis of this analysis technique. Strategic decision making process is related to the preparation of vision, mission, goals, strategies and public policies.

The strategic position of the community of Buleleng Regency in tackling the poverty includes two factors, comprising the internal factors and external factors. The internal factors encompass the strengths of the community, which include the role of the government, the role of non-government institutions, the potential of natural resources, the availability of productive workforce, and a strong institutional structure in the poverty alleviation. The internal constraints faced are the quality of very limited human resources, limited access to natural resources, limited access to capital, limited access to marketing and information, and low integration of local institutions. Meanwhile, the opportunities for external factors include regional government policies, regional economic conditions, technological developments, and business opportunities and employment in the tourism sector, as well as social responsibility. The external constraints that are still faced are intense competition in the era of globalisation, political instability, low community independence, sustainability of mitigation programs that depend on the budget availability.

Building on the internal and external conditions, then a comprehensive strategy is required, which are: (1) strategies to improve the quality and capacity of the poor; (2) strategies for institutional improvement and tourism development to increase the community capacity; (3) strategies to increase the community independence through improving education and training, (4) strategies to improve the regional and national competitiveness. The strategic position of the community in the poverty Alleviation is presented in table 4.2.

Table 4.2 SWOT Analysis Diagram of the Strategic Position of Communities in Poverty Alleviation in Buleleng Regency

<div>Internal</div> <div>External</div>	STRENGTHS (S) <ol style="list-style-type: none"> 1. The existence of government regulations in poverty Alleviation 2. The role of non-government institutions in poverty Alleviation 3. The existence of promising natural resources 4. Potential of local institutions 5. Availability of productive workforce 	WEAKNESSES (W) <ol style="list-style-type: none"> 1. The low quality of human resources 2. Low integration of local institutions 3. Limited access to natural resources 4. Limited access to capital 5. Limited access to marketing 6. Limited access to information
	OPPORTUNITIES (O) <ol style="list-style-type: none"> 1. Local Government Policy in poverty Alleviation 2. Stable regional and national economic conditions 3. Social responsibility in poverty Alleviation is quite high 4. Technological developments 5. Business opportunities from tourism that are quite promising 	W-O STRATEGY <p>“Tourism Development Strategy for Community Capacity Building”</p>
	THREATS (T) <ol style="list-style-type: none"> 1. Intense competition in global economy 2. The instability of the world economy 3. Low community independence 4. Budget availability-dependent program sustainability 5. Mastery of economic assets by immigrants 	W-T STRATEGY <p>“Institutional Strategy for Increasing the Regional and National Competitiveness”</p>

Source: Primary Data, processed, 2018

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusions

1. In aggregate the condition of poverty in Buleleng Regency is in a critical category. This indicates that the problem of poverty still requires conscious attention from all aspects requiring serious and comprehensive handling so that the problem of poverty can be overcome properly.
2. The results of the identification of the strategic position of the community in poverty Alleviation show that the strength and opportunity factors that exist are relatively larger compared to weaknesses and threats. This indicates that internal and external potential both from the capacity of individual, society and government support are capable of minimizing limited economic opportunities and competitiveness. Therefore, intensive efforts by utilizing strong social capital in the community to open economic opportunities are very necessary.
3. The reasons for community dissatisfaction with poverty alleviation programs carried out by the government, among others, are programs that are not well-targeted and there has been no changes in the welfare of poor households.
4. The strategy of poverty Alleviation based on the SWOT analysis is as follows: (a) strategies to improve the community quality and capacity, (b) strategy for tourism development for the community capacity building, (c) strategy for improving education and skills to increase community independence, and (d) institutional strategy to increase regional competitiveness

5.2 Suggestions

1. Increasing the active role of the Buleleng Regency government in poverty Alleviation through the creation of integrated local regulations with various stakeholders to participate in poverty Alleviation in the district.
2. Increasing the active role of the community by opening the widest possible access for the poor in developing the potential of the surrounding environment and self-potential, as well as possessing the social capital in an effort to alleviate poverty vulnerability

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