

Strategies and Collaboration in
Developing Sustainable
Village Tourism

Study in Finland and Bali, Indonesia

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Tiivistelmä:

Suomessa viimeisen parin vuosikymmenen ajan matkailua on maaseudun kehittämisdiskursseissa nostettu vahvasti esiin mahdollisuutena kylien elinvoimaisuuden säilyttämisessä, mutta vasta viime vuosina sen kasvupotentiaali on tuotu esiin strategiavalmisteluissa kansallisella tasolla. Kulttuurin, luonnon ja vuodenaajat teemakokonaisuuksina kattava matkailun kehittäminen on vasta alussa. Viimeaikaisessa biotalouskeskustelussa metsäluonnonvarojen, sekä esimerkiksi järviluonnon uudenlaisia hyödyntämismahdollisuuksia myös matkailussa on nostettu esiin, mutta kylien mahdollisuudet olla mukana uudenaikaisessa biotalouden kehittämisessä ovat varsin rajalliset. Maaseudun ihmisten vaikutusmahdollisuudet oman alueensa laajempaan, systemaattiseen kehittämiseen ovat olemattomat nykyisessä näennäistä osallistamista suosivassa luonnonvarojen hallintamallissa, eikä kylien sosiaalista pääomaa ja kyvykkyyksiä vielä pystytä hyödyntämään.

Tässä tutkimuksessa kestävän kylämatkailun strategista kehittämistä tarkastellaan vertailemalla kahdessa eri kulttuurissa toteutettujen maaseudun matkailun kehittämishankkeiden toteutusta osana moniulotteista systeemirakennetta. Kulttuuri- tai yhteiskuntakontekstista riippumatta paikallisilla ihmisillä on halu ja kyky olla mukana oman alueensa kehittämisessä ja kulttuuri, sekä perinteet muodostavat paikallisen arvopohjan, johon kestävän kehittämisen tulisi perustua. Käsitteinä kestävyys ja yhteisöresilienssi, sekä näiden suhde ei aina ole ongelmaton määritellä, matkailu elinkeinona herättää ristiriitaisia ajatuksia kestävyuden näkökulmasta. Tutkielmassa muodostetaan moniulotteinen systeemilähestymistapa, jonka avulla voidaan ottaa huomioon kylämatkailun kehittämisessä neljä kestävyuden kulmaa: Ekologinen, taloudellinen, sosiaalinen ja kulttuurinen tasa-arvoisina elementteinä. Neljä kestävyuden 'terälehteä' ovat osana monitasoista kokonaisuutta, johon liittyvät kiinteästi myös syvemmät tekijät: Arvot, perinteet ja yhteiskunnan rakenteet. Kehittämisen vaikutusmekanismeina näiden välillä ovat oppiminen, yhteistoiminta, johtaminen ja säännöt sekä ohjeet. Kehittämisstrategioiden vaikuttavuutta tarkastellaan näiden tekijöiden analyysistä muodostuvan FpF- kehysten kautta.

Tutkimus vahvistaa viimeaikaisia tutkijoiden näkemyksiä tarpeesta ottaa paremmin paikalliset kyvykkyudet huomioon luonnonvarahallinnassa ja paikalliskehittämisessä Suomessa. Yhteisöjen omia vahvuuksia tulisi tukea sellaisilla osallistumismahdollisuuksilla, joilla on selkeä vaikutus alueen omista lähtökohdista ja tarpeista nousevaan paikalliskehittämiseen. Tutkimus vahvasti viittaa, että aidolla paikallisdemokratialla ja moniulotteisilla strategiaverkostoilla voisi olla myös laajempaa, positiivista yhteiskunnallista merkitystä.

Avainsanat/ Key words: SES-framework, Community resilience, Village tourism, Collaboration, Multi-level perspective, rural development

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Acronyms:

AVI	Regional State Administrative Agencies
BS	BlueSaimaa- project
DA	Desa Adat- Traditional Village in Bali
DD	Desa Dinas- Village administration office in Bali
ELY	The Centres for Economic Development, Transport and the Environment (ELY Centres)
ETIS	European Tourism Indicators System (for sustainable destination management)
EU	European Union
FpF	Flower pot Frame
FPS	Four Petals of Sustainability
GV	Green Village- project
GSTC	Global Sustainable Tourism Criteria
KP	Käen Painallus- project
KS	Kauriansalmi village community
LAG	Leader Action Group
MJ	Munduk Jati- village community
MLP	Multi-Level Perspective approach
PPT	Pro Poor Tourism
RB	Ball of Resilience- illustration
REB	Regional Executive Board
SE	Suomenniemi Eläköön- project
SES	Social- Ecological Systems
SME	Small- and medium- size enterprise
THK	Tri Hita Karana-philosophy

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Virpi Pakarinen

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1. INTRODUCTION

1.1. Meaning of village development

I agree with Kuisma&Mäkelä (2015) stating: *'The future of the villages is depending on the ideological expectations that are uploaded within our common choices'*, the fate of the villages is a political choice, villages have the potential to become a new subject for future development. The future of rural areas, living in villages instead of cities faces challenges on policy arenas both in European city-oriented and highly organized, and rapidly changing, decentralized, scattered and still rural-based society contexts of developing nations.

Within the western discourse of sustainability there are arguments presented both for, and against rural lifestyle. I have over ten years of practical experience in village development work both in Bali, Indonesia and South-Eastern Finland. Factors promoting resource- efficiency manifested city-living especially related to regulatory changes have been brought up in policy discourses during the past decade, but at the same time there are counter movements raising: Willingness to get more personal space brings hegemony more and more often behind personal choices, new concepts of 'slow life' and circular economy are getting space also in media and other discourses. Features resembling 'Slow'- trends are seen in Balinese Tri Hita Karana- philosophy dating back to a millennium. What could western society development and political ideologies learn from this philosophy and related practices to build more sustainable strategies in rural development? In this study, I use Green Village- and Blue Saimaa development interventions as benchmarking development examples of LEADER¹- and PPT ²based collaborative actions in community development, by presenting the strategies of community actors against tourism development strategies in local, regional, national and international scales.

Very little value is given to cultural aspect in studies of sustainable tourism development, culture is very often presented as a subordinate clause to society, when talking about sustainability. Yet culture is crucial marketing asset in highly competitive tourism markets with unique features supporting local traditions, and in providing possibilities to mitigate negative impacts of seasonality in tourism industry. Village culture and traditions can also be the base of village identity, a corner stone of development strategies to enhance community resilience. By studying two cases within different cultural backgrounds, this study aims to give some ideas for rural development research, and some tools for efforts in keeping villages lively also in the future.

¹ An acronym in French meaning *Links between actions for the development of the rural economy*, LEADER- programs are managed by local action groups, LAG's. (Enrd 2018).

² Pro-poor tourism (PPT) is defined as tourism that generates net benefits for the poor. Benefits may be economic, but they may also be social, environmental or cultural. Pro-poor tourism is not a specific product or sector of tourism, but an approach to the industry (Roe&Urquhart 2001)

Instead of sectoral division and impact analysis in certain categories, or sticking development thinking into path-dependent, ‘old and good’ practices or grand theories of modernization, political economy or political ecology, I will look at the village transition during 2010-2017 from multi-level perspective point of view³, observing village with its operating mechanisms and transitions as a synchronized social-ecological *system* including all four main elements of sustainability: Culture, Ecology, Economy and Society (see also Figure 1). Numerous studies according to Burgos & Mertens (2017) have highlighted the importance of social networks for understanding tourism as a system when investigating the sustainability of tourist destinations. As Kuhmonen et al (2016) say,

‘The bottom line of sustainable development is in matching dimensions and their simultaneous development: Pursuing one dimension only, can weaken the performance in other dimensions, and ultimately lead to an end of activities’. (Translation by Author)

Village communities as physical places for tourism are complexed, multidimensional systems with sophisticated networks for information sharing, decision making and learning. A case study within two different village community systems can reveal key elements to deeply understand the meaning of collaboration and leadership in transition mechanisms in such systems, towards more sustainable practices in development also in larger scale society systems, but starting from local communities, as Park&Kim (2016) mention:

‘The common goal of sustainable tourism development is for tourism to benefit the environment and local communities economically, socially and culturally; accordingly, the community is at the centre of sustainable tourism’

1.2. Research objectives

The main objective of this study is to identify differences and similarities of collaborative mechanisms, actors and mindsets behind cultural tourism development strategy formulation and implementation by studying two villages in structurally, legally and culturally different context. The goal is to identify common mechanisms, by focusing to study collaborative strategy planning and network-based implementation considering these villages in four main themes of sustainability (society, culture, economy and ecology). In short: To discuss about and to suggest strategies and development possibilities of village systems within sustainable tourism frame.

1.2.1. MJ and KS as subjects of the study

Village of Kauriansalmi (hereafter KS) is analyzed in the context of sustainable tourism development in Finnish villages within European Union (hereafter EU) administrative frames, trying to reveal strategic changes needed to keep village communities viable, and able to provide unique and local

³ Multi-Level Perspective (MLP) views transitions as non-linear processes at three analytical levels: innovative, small scale niche, socio-technical regime with established practices and associated rules, and an exogenous sociotechnical landscape (Geels 2011).

experiences for visitors also in the future. Despite of limited population and several structural changes, KS has been an active participant in four independent, Leader Action Group (hereafter LAG)- funded rural development initiatives related to planning village activities and business networking together with villagers during 2004-2014. I worked as a project leader in three of these initiatives.

I also present the development path of Munduk Jati (hereafter MJ) in Bali transforming from traditional rural village towards modern farming community providing tourism services during 'Green Village' (hereafter GV) program 2010-2014 and analyze the change in the village within Indonesian strategical changes. Until recent years, very little organized village development has been done in Indonesia within sustainable tourism. At the time I first came to visit MJ in 2009, Jembrana regency economy was only based on fishing industry and cultivating rice, cloves, cocoa and coconut (Interview BP1, 2017). On strategical level there is a dramatical change during years 2010-2017 with national 'Green tourism' master plan based on tourism law No 10/ 2009. Tourism has been lifted in 2011 national strategy to 4th important economic development agendas, and the 'Green' concept has been built to connect local activities to the international GSTC⁴- tourism strategy of Indonesia in 2012 (MTCE 2012).

1.2.2. Research questions

The main research question of this thesis is:

How should collaborative processes and strategies in Bali and Finland to be updated to increase capabilities in villages developing tradition- based, sustainable village tourism?

To answer this question with suggestion of actions or direction to further research, I need to answer sub questions:

1. What are the economical, ecological, social and cultural village development needs, how these needs are related to tourism, are the current village-, regional and national development strategies in line with village needs, and are there strategical differences between active village people (P), development agents and funding actors (A) and local decision makers as governance (G)?
2. What kind of strategical collaboration in village tourism development can be identified locally, regionally and nationally in 2017, and are there visible changes during 2010-2017?

⁴ The Global Sustainable Tourism Criteria (GSTC) is a recognized, international standard for sustainable tourism (UNWTO&UNEP 2012).

3. What factors and goals related to sustainable tourism development are emphasized in future village tourism development strategies and means of collaboration?

1.3. Structure of the study

I first give a literature overview and definitions to the key concepts of sustainable village tourism related to sub concepts of ecotourism, nature tourism, rural tourism, cultural tourism, agritourism and green tourism used in this study, and introduce the case villages of MJ and KS in their society context to build a frame for village tourism development initiatives and other collaborative development processes. The concept of sustainability related to tourism is presented as an umbrella concept for developing community resilience together with Balinese Tri Hita Karana (hereafter THK)- concept⁵. Sustainability is representing a status quo, which can be difficult, if not impossible to gain in the world of constant change, and with concept of resilience I try to illuminate mechanisms that can be useful in transition management and strategy planning of community development towards more sustainable practices in everyday village lives. Social-ecological systems related to village tourism, and collaborative tourism development are discussed in more theoretical context. Collaborative communication and governance as key concepts illuminate the meanings of interaction, mindsets and cooperation mechanisms in development processes. Village, as a physical arena for development and theoretical discussion, has the key role in this study, and I agree with the note in framework of Flores et al (2016, p.231.): *‘Not to take interventions as a starting point because these do not take place in vacuum’*. Managing transition from traditional livelihood activities to rural tourism in a local community is a sensitive process, as Ezeuduji (2017, p. 946.) points out, there must be understanding of changes in societies and rural development policies in the background to evaluate intervention mechanisms and results.

Village as a place, and village traditions as a cultural base for village tourism are in focus in this thesis. Village tourism development is discussed by comparing the strategies, practices and impacts of a local intervention to tourism development strategies during 2010-2017 within cases GV in MJ, Indonesia and Blue Saimaa (hereafter BS) in KS, Finland. In this thesis, I look at the issue of rural tourism development from two very different angles with conceptual approach, where the focus is in collaboration and traditional livelihoods. Developing sustainable village tourism for enhancing community resilience needs multilevel and multidimensional collaboration and coordination in forming successful strategies - or does it? How villages of MJ and KS define and present the role, meaning and functions of village as a part of their host society, and what are the village values behind their actions?

⁵ Tri Hita Karana refers to harmonious relationships between the religious (parhyangan), social (pawongan) and environmental-territorial (palemahan) domains of life (Roth & Sedana 2015)

As Yu (2015) mention, better understanding of different sociocultural values would provide the opportunity also to better understand the process and applicability of value-based thinking to leadership. This would help to understand the importance of the interrelationship between leadership, ethics, and morality in building sustainable societies. Balancing economy, ecology, society and cultural needs cannot be sustainable without understanding values behind the mindset of people. In bench-marking systems, I use Four Petals of Sustainability (hereafter FPS) model transformed from Three Bottom Line model by Elkington (2004) to visualize the results. For resilience evaluation, the four ground aspects of sustainability (economy, ecology, society and culture) are placed in Social- Ecological System (hereafter SES)- and Multi-Level perspective (hereafter MLP)-based Flower pot Frame (hereafter FpF) together with resources, governance and collaboration as transition paths, and the results are discussed in relation to theoretical concepts behind Ball of Resilience (hereafter RB)-frame.

1.4. Limitations

This study focuses with system approach on sustainable development strategies and collaboration mechanisms in village development considering MJ in Bali and KS in Finland. The main aim is to study traditions and other cultural phenomena in village environment, and the possibilities of utilizing the cultural aspect for village development in the future. MJ is a traditional, Majapahit Hindu- community getting ready for modernization and mass tourism impact in the nearest future, and KS a lakeside village with a church center nearby, facing the pressure of structural change with aging and diminishing population together with declining public services. Interest for this comparison and benchmarking for learning lies in differences of collaboration mechanisms and leadership values: Are the strategies empowering villages to manage future challenges and to gain from opportunities? What kind of power structures and administrative mechanisms point the direction to the future for village people? How these villages function as systems and what are the critical factors to keep them running? What kind of changes would be needed in strategical level to enhance village resilience⁶ with tourism activities? All these questions can't be answered in this study, but I wish to be able to point some flaws in collaborative governance in the present systems, and to show the path for further studies or actions by answering the research question about the needs and direction for sustainable tourism development in village environment.

⁶ Resilience defined as the capacity of a system to respond to disturbances while still retaining its functions and feeds backs orients attention to the processes that may cease or shift due to human interference, including socio-ecological sustainability, affirming that sustainable development can only be achieved in sufficiently resilient socio-ecosystems (Schmidt 2016; Becken 2013; Ballesteros 2011).

2. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1. RB- Ball of Resilience

My assumption is, that the base for resilient village, region or nation comes from common human value base: history, moral, ethics and ability for communication joined with local governance to transform the value base with multidimensional collaboration into sustainable practices for society development, starting from village level. Sustainable tourism strategy formulation and implementation requires multilevel, multidimensional collaboration even in micro scale, because village tourism is an international business based on global collaboration and local traditions. The base for systems are formed with path dependency guided mindsets, transitions of development strategies with or without external support, in village communities forming micro scale society systems. Theoretical discussions related to system approach in communicative action theory (Habermas 1984, Vol2, p. 204-282), SES- Framework (McGinnis and Ostrom 2014) and Multi-Level perspective frame (Geels 2011; Kuhmonen 2016) are wrapped together by analyzing collaborative governance by Ansell&Gash (2008) with system approach.

I need to strip down the village system to smaller units for detail study, when forming FPS (Figure 10) and FpF (Figure 11)-frames. For limitation in this thesis, I take under closer look cultural aspect of sustainability in forms of local traditions related to tourism development. My aim is to highlight the meaning of host society in sustainable tourism development, but on general level I also present other three elements (economy, ecology and society) when they are interlinked within the tradition-based tourism system. RB- frame in Figure 1 is an illustration of theoretical frame of sustainable village tourism- concept in this thesis. RB- frame representing '*Ball of Resilience*' includes concept of community resilience (see Mclean 2014, Matarrita-Cascante 2017) together with collaborative governance within concept of sustainable tourism in one, multi-dimensional frame. Governance can be defined as the "social and institutional structures and processes within which management processes take place" (Bodin&Crona 2009 p.366). In a tourism context, governance can be understood as the institutional setting, the frame of action within which individual entrepreneurs are active (Burgos&Mertens 2017).

In the background there is freely moving and changing mindset together with networks and learning. Leadership and collaboration of people, actors and governance are the elements used to change the background landscape (Geels 2011; Kuhmonen 2016). Rannikko&Määttä (2010) bring up concept of ecosystem management, that acknowledges the complexity of community systems in village environment. Governance mechanisms for controlling the change are strategy implementation and resource distribution based on rules in use defined by Ostrom (2009), and feedback from existing policies (McGinnis&Ostrom 2014; Keyim 2016; Rannikko&Määttä 2010; Anttiroiko&Valkama 2016). In the center, there are culture- and history-based values, moral and ethics important for slowing down, or speeding up the development cycle (Pearce 2005; Yu 2015 et al). In this thesis I focus on strategies related to village tourism development, mainly considering cultural aspects of Lifestyle and

Traditions (L) in RB (Figure 1). Focus of theoretical discussion is in collaborative mechanisms, in system development based on local traditions.

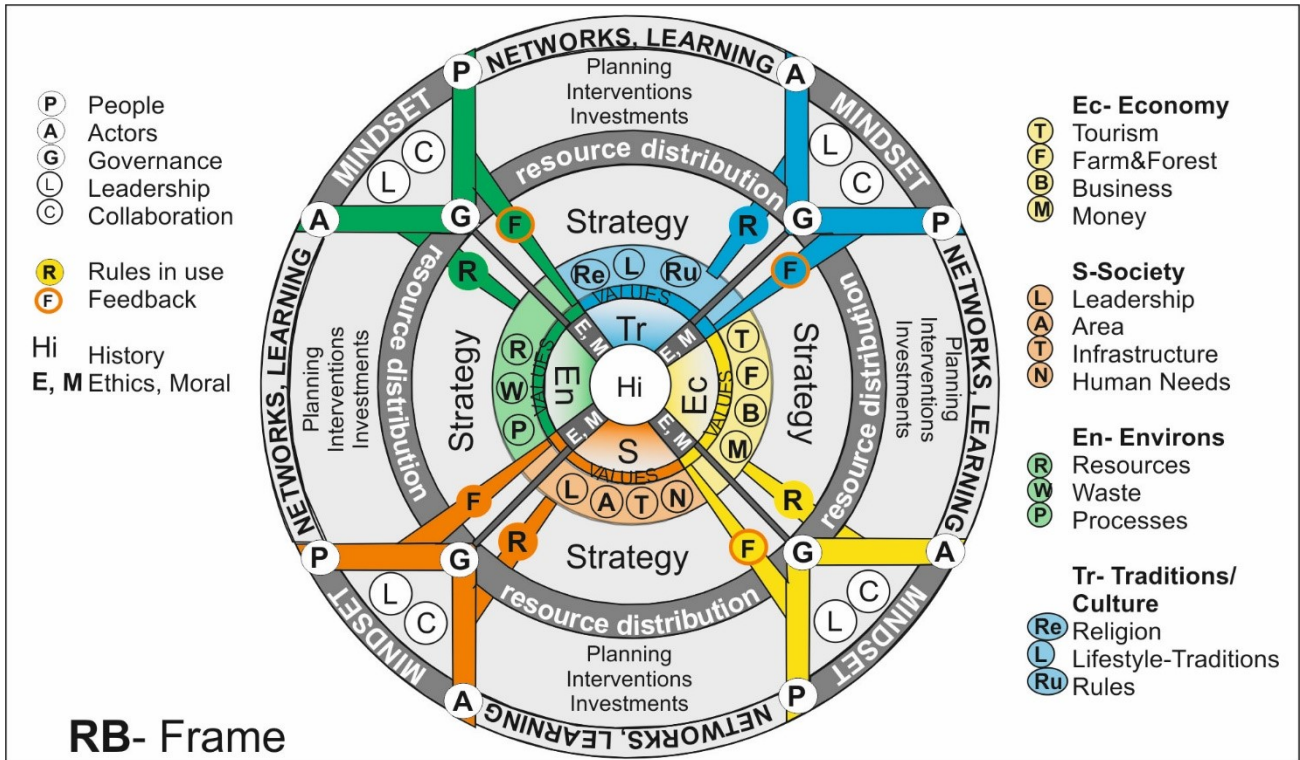


Figure 1. RB- Frame based on SES- framework of Ostrom (2009, 2014) MLP- model by Geels (2002, 2011) and Kuhmonen (2016), 8 Factors of resilience by Matarrita-Cascante (2017) and 12 aims of sustainable tourism (UNEP&WTO 2005) is representing four corners of sustainability: ecology, economy, culture and society, and the interlinkages of decision making processes and collaboration as a system. Source: Author.

In following literature review, the RB-frame is deconstructed by using included concepts of *sustainable tourism*, *community resilience* and *collaborative governance*. Context- related definitions are first given to *villages* together with descriptions of development frame related to tourism to form a base for evaluating MJ and KS villages as systems developing sustainable tourism, and to be able to discuss about development strategies using same vocabulary despite of obvious differences between KS in Finland and MJ in Indonesia. Theoretical discussion starts from *sustainability* as an umbrella concept of development strategies, with included THK- concept. As a synthesis of community- or rural- based tourism forms I present ‘*village tourism*’. Sustainable tourism, community resilience, and SES- framework are discussed in theoretical context within concept of collaborative governance to challenge my assumptions behind RB- frame.

2.2. Strategies to sustainable villages

A word ‘Village’ represents in MJ and KS a functional, collaborative and organized system within lowest local administrative structure. It also can be understood as a small-scale social-ecological system within regional, trans-national or even within global system. Villages can be classified, and in

daily discourses both in Finland and Bali also identified to be a rural area with small population density and mainly natural environment, where tourism activities are carried out by small family-owned or joined, networking businesses, either as primary livelihood, or as an additive business activity to farming (See Wilson 2012; Rizzo 2016). According to Komppula (2016), entrepreneurship in villages

'is in accordance with the needs and expectations of rural and nature-based tourism customers, who appreciate traditional rural scenery, a living countryside, opportunities for activities, a peaceful and clean environment and personal service.'

Village tourism development strategies are opened in this study to form a development path from village level to global level. As a limitation to the research I focus this study within model from *The territory of tourism: Underlying disciplines as they have been used in tourism study* by Pearce (2005, 194) to consider mostly micro-scale regulatory and functional spheres. For evaluating village implementations of tourism strategies, I present together with villages also the relevant actors and governance frames of tourism strategies. Sustainable strategy building according to UNEP&WTO (2005) should be a participatory process that involves a range of stakeholders both at national and local level, in order to foster wider adherence to the strategy with a common vision and commitment to its implementation, the core of strategical aims and processes are presented in Table 1.

Both MJ and KS base their sustainable tourism strategies in GSTC (2018) criteria for sustainable tourism⁷. Indonesia is using GSTC (2018) as a frame for THK- based strategies in national, regional and local level and there are no remarkable changes in the strategical base since 2001 legal change towards regional self- governance. Banjar is the lowest administrative unit for planning tourism activities, and both official village administration and traditional village actors participate in planning, implementation and monitoring.

Systematic research and development processes of the Finnish countryside, among other EU nations, towards multifunctional and network- based economy has been an ongoing phenomenon since Finland joined EU in 1995 and rural development begun with LEADER II (1996–99). LAGs have been the main tool to create small-scale village development concepts. Small- scale farming, rural lifestyle and villages have faced similar declining transition throughout Europe for more than past two decades in the pressure of centralization and market economy realities (Marsden 2003; Eisto 2009; Rizzo 2016). Finland is using EU- sustainable tourism criteria and ETIS- toolkit presented for example by Husting (2015). EC (2018) ETIS- toolkit is built for evaluation and monitoring of national strategies,

⁷ GSTC- criteria is based on developing a common language about sustainability in tourism. They are arranged in four pillars: 1) Sustainable management, 2) Socioeconomic impacts, 3) Cultural impacts, 4) Environmental impacts (including consumption of resources, reducing pollution, and conserving biodiversity and landscapes)

while local strategies are formed and monitored mostly in regional and municipal level using similar evaluation tools.

TABLE 1: The core factors of developing sustainable tourism strategies by GSTC (2018) and UNEP&WTO (2005)

Every country should have a strategy to enhance sustainable development including:	Economic Viability, Local Prosperity, Employment Quality, Social Equity, Visitor Fulfilment, Local Control, Community Wellbeing, Cultural Richness, Physical Integrity, Biological Diversity, Resource Efficiency, Environmental Purity
There should be development tool kit in use for:	Land use planning and development control, Economic instruments, Capacity building, Indicators and monitoring, Legislation, regulation and licensing, voluntary measures
Strategy should include:	Economic development policies and Support for enterprise, Regulation and control of environmental impact and conservation of biodiversity. Protected area management, and management of resources for ecotourism. Transport Accessibility, traffic management and sustainable transport issues. Culture Management and preservation of historic sites and cultural heritage. Agriculture: Rural development and supply chain issues. Education: Tourism training. Health Safety and social security issues, for visitors and employees. Sport and Recreation Promotion of attractions, activities, events, etc. Elements of domestic market. Crime and security, country-destination relationships
Participatory process of strategy formulation should include:	Analyzing conditions, problems and opportunities, Identifying objectives and making strategic choices and Developing policies and action programs
The strategy building process should aim to:	Engage stakeholders in the formulation of a strategy and policies for sustainable tourism and Ensure effective coordination of actions and an ongoing dialogue between stakeholders.

2.3. Study cases MJ and KS

In this thesis I look at village development as strategical processes trying to reveal the motivation, goals and means for people's efforts towards the future within frame of village tourism, compared to strategies and society efforts in general, when creating future opportunities for villages with support to increase their capabilities. In this study, MJ is representing a typical rural Balinese village community with traditional life form and agricultural economy with farming- based land use and zoning. It has all potential resources to be next vibrant cultural tourism destination, but in the pressure of modernization faces also threat to lose its rich and unique culture when young people are moving to work in cities, farming is declining (Yu 2015). KS represents a typical rural village in Finland with declining agriculture, population generally older than national average, and growing holiday housing over permanent settlement on the rural environment. Tourism in regional strategies especially in Eastern and Northern Finland has been presented as a 'future opportunity' for sustainable village development, for more than two decades already (Sivonen 2002; Visit Finland 2018).

Tourism project GV aimed to build an accommodation business in MJ community (Jembrana, Bali) to promote cultural tourism, and village tourism project BS aimed to build networks between sparsely

situated rural tourism businesses in West Saimaa area (Finland). The strategy benchmarking between MJ and KS gives an idea about village tourism development as a phenomenon, but also can offer methods for sustainable village development in larger scale. In both cases people have brought up culture as their primary asset in long-term development. By cross-comparing development strategies in most different cultural-, ecological-, and economic context, my aim is to reveal similarities in sustainable practices, and to evaluate intervention impact on community resilience, keeping cultural and traditional aspect as a priority in mind.

In KS, the project funding and operational frame was based on current West Saimaa LAG-strategy, and in MJ funds were 100% foreign investment on social business, and donations for village infrastructure. The cases of MJ and KS have very different characteristics, if compare ecology, economy, culture and society separately, but there are surprising similarities if look at the people's needs, goals and village life on local level. In following, I will first give an overview of MJ and KS as physical places in their society context and describe structures and value base affecting on people's lives in villages: History as a base for moral and ethics, natural environment, livelihoods, population and governance structures. Special attention is given to governance related to culture-related tourism development as an opportunity or a constraint. Finland as a member nation of EU, and Bali as a Hindu-populated province within world's largest Muslim-nation Indonesia face similar challenges in defending their positions within central governance. In Figure 2, presented Bali and Finland within their legislative frames, scaled to match in size.

2.3.1. Indonesia and Bali- Society context

Indonesia consists of five major islands and about 30 smaller groups, together total of 13466 islands, from which 922 are permanently inhabited (CIA 2017). Due to Indonesia's position along the tectonic collision line called the Pacific Ring of Fire, there are most active volcanoes compared to any other country, and natural hazards like earthquakes, land slides and volcano eruptions happen on regular basis. Strategic position, tropical nature with second largest forested area after Amazon, and the fertile volcanic soils have been highly valued natural resourcepool both for indigenous people living on the islands, but also for others, like Dutch colonialists, invaders, business people and immigrants from all over the world for thousands of years. More than 30% of land area is still in agricultural use, mainly for spice, rubber, cocoa and coffee, palm oil and rice production. Still 32% of labour force is living in countryside as farmers. Indonesia today is 4th largest country by population with world's largest muslim population, and has stayed culturally highly diversified with more than 700 languages, and more than 30 recognized ethnic groups. Indonesian economy is the largest economy in Southeast Asia and one of the 6 fastest growing industrial and service sectors on earth. Indonesia still struggles with poverty and unemployment, inadequate infrastructure, corruption, a complex regulatory environment, and unequal resource distribution among its regions. Rapid transformation from agrarian based society to industrialized, modern service society has caused severe pollution problems

mainly with issues related to deforestation, water pollution from industrial wastes, sewage, air pollution in urban areas and smoke and haze from forest fires during dry season. The gap between rural and urban citizen's income is widening along with 3,5% economy growth rate: 30% of workforce as farmers produce only 10% of GDP, and below poverty line still struggles 10% of people (Worldometers 2017; Bps 2017; CIA, 2016.)

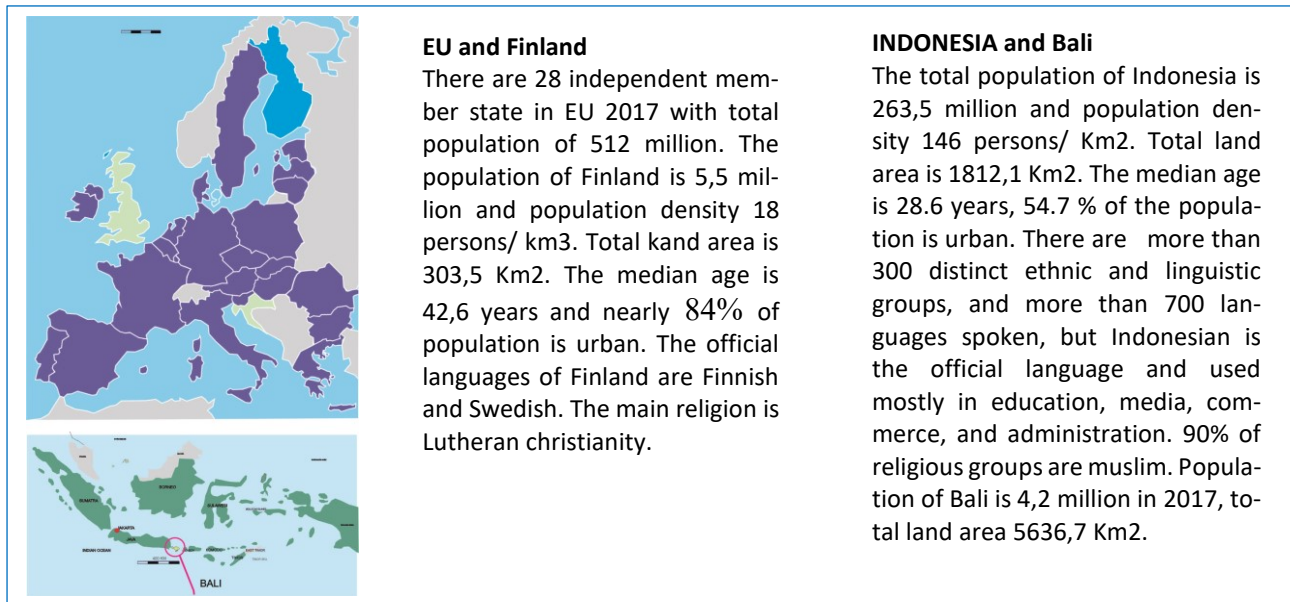


Figure 2. Bali within Indonesia and Finland within EU. A comparative presentation based on EU 2017; Stat.fi 2017; Worldometers 2017; Bps 2017). Source: Author.

Indonesia declared independent when Japanese retreated after WW2 in 1945, but 4 years of fighting and negotiations with the Netherlands was needed, until 1949 previous Dutch East-India was officially transformed to Republic of Indonesia by abrogating the constitution. ‘Presidential Democracy’ as governance model has meant somewhat different things for Indonesians during the era of independence, depending on the president: First period of parliamentary democracy ended in 1957 when President Soekarno declared martial law and instituted "Guided Democracy." In 1965 communists took over the power, and era of ‘New Order’ government lasted from 1967 until 1998 by the president Suharto. Free and fair legislative elections finally took place in 1999. When thinking of Indonesian citizens trust for national politics and namely word ‘democracy’, it is easy to understand why islands with strong indigenous identity and cultural heritage keep claiming special governance status to respect their traditional institutions over the state democracy (CIA 2017; Yu 2015; Strauß 2014.)

The island of Bali is about 150 km from east to west, and 110 km north to south with a surface area of 5,632 km². Bali is an ethnically diverse area with about 4 million people, from which 89 % are native Balinese. Majority of the populations are Hindu (92%) by religion, and during past years there has been an ongoing debate about Bali's freedom of practicing its liberal Hindu- traditions over the national, more conservative Islamic rules (Bps 2017; Telegraph 2016). There are several layers

within Balinese Hindu society. This thesis talks about Majapahit- Balinese, which are the biggest Hindu- group in Bali, representing the most visible forms of Balinese rice cultivation- related culture and traditions⁸. Hindu religion in Bali dates back to 10th century, but the Majapahit- Kingdom as the first society structure was built in 14th century to replace previous tribal kingdoms, and this same society structure is the basis of Balinese society until today. (Interviews BP2017, BG32017; Yu 2015.)

Jembrana Regency in the West Bali marked in figure 3 covers nearly 15% of Bali land area. The main national highway from Java to Denpasar lies along the beach of Jembrana, and it also passes through the region capital, Negara town. Jembrana consists 5 sub-districts: Melaya, Mendoyo, Pekutatan, Negara and Jembrana, and is divided into 51 villages/ administrative villages. Most of the land of Jembrana regency is covered by the forested highlands of Bali's National Park in the north, and coastal area in the south. Total population is a bit over 270.000, from which around 60 000 live in Negara town (Bps 2017.) Most of the people get income from agriculture sector and it's derived primarily from coconut plantations, coffee, cloves, cocoa and vanilla crops (ibid).

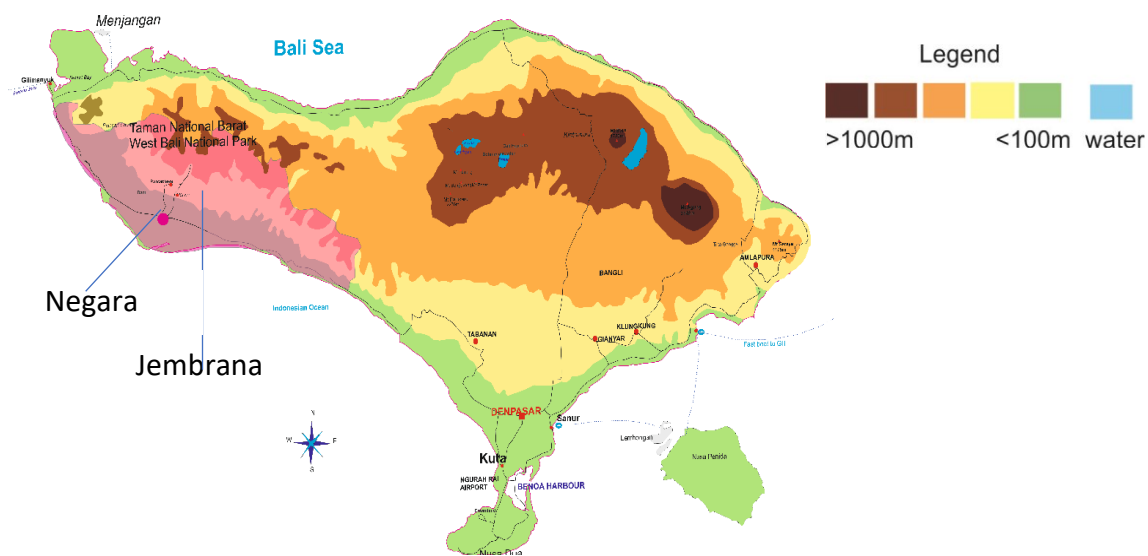


Figure 3. Topography of Bali, Jembrana region area highlighted. Source: Author.

2.3.2. MJ in Pendem

Banjar Pancardawa with 680 people is the lowest administrative unit of Pendem- an administrative village with about 1300 people in total. In Appendix 3 presented administrative structure of MJ as part of Pendem. MJ is a typical Balinese rural village community with Majapahit Hindu- population, situated 5 kilometers up to the mountains from Negara town. The two main incomes are ‘wet farm’ rice cultivation and working on ‘dry farm’ fruit production, namely cloves, coconut and cocoa.

⁸ The other groups of Balinese are Bali Age- group, which live in the Northern mountains, Bali Loloan and Nyame Selam- Balinese with Islam- religion as cultural basis living mainly by fishing in west coast (Sudira 2009).

(Interview BP2017). In neighboring village Dewasana more up to the mountain, there is now first government- funded tourism attraction of Pendem area in progress (Interview BG2017), and it might bring new sales opportunities for village farming products in the future (ibid).

2.3.3. MJ and Project Green Village (GV)

When I came to MJ (See Figure 4) for the first time in 2009, the people in the village had never seen a western person, they were scared of me, and hiding. Most of them did not know how to read or

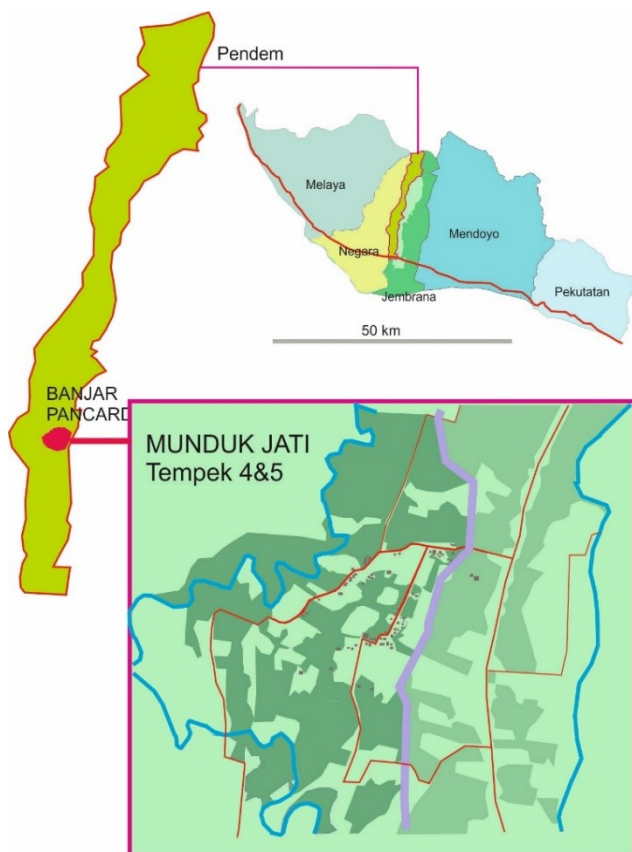


Figure 4. MJ as part of Banjar Pancardawa, Kelurahan Pendem, Jembrana district within Jembrana region. Source: Author.

write, children had no opportunity to attend to preschool, or in higher education after grammar school (7 years). All of the village families were dependent of rice cultivation. Many of the families did not own the land they were farming, they worked for landlords on the same land that used to belong to their ancestors because they had sold the land to pay for some traditional family ceremony or such. There was no electricity, or road except for a walkable path in the village. Nearly all village houses were simple bamboo hutches. Sanitary facilities did not exist, there was only a small water pipe brought from the water canal into each house for drinking, cooking and bathing. (Interview BP2017; Project report 2014GV.)

Green Village development concept (GV) was planned to assist villagers to gain better education, to increase their human capital with new skills and job opportunities. The plan was presented to a member of Indonesian parliament

(representing social affairs) together with chief of banjar Pancardawa in 2010 as a request for operational permit for accommodation. Balin ystävät- Friends of Bali ry (hereafter BY) was established in 2010 for fund raising in Finland, to help village families in house renovation, to assist in building sanitary facilities and village infrastructure. At the same time, started project ‘*Umasari*’ with Finnish private people investing to build holiday villas to the village. Along the accommodation project village infrastructure including road and electricity was built for every village household, and internet access came to available in village training center situated on the same property as *Umasari* holiday resort. First tourists to MJ came in the end of 2010 to witness the first villa having a roof on top, accommodation services started in 2012 (Project reports 2017.) GV- program interlinked village of

MJ, namely Tempek 4 and 5 members, one local high-caste person with good English skills, five Finnish investors and an Finnish association named BY together with chief of banjar Pancardawa and district administration office in Negara Town. Economical support was given by investors for building *Umasari*, and by private people donating money to BY for direct and urgent needs in village homes, such as building materials for toilets or house repair (ibid).

The main objective in GV project was to build three holiday villas for accommodating tourists in village environment, and to provide job opportunities and education for local people in building and customer services. Seven villagers were trained to work in customer service-, kitchen-, garden- and maintenance work, and *Umasari* has been also as a training center for young people to learn for instance cooking, household and cleaning, guiding and interpretation. Marketing concept of *Umasari* included village daily life as unique experience for visitors, and activity packages planned were based on walking in the village with a local guide, meeting village people at their homes. Collaborative methods used in GV project were Resource mapping, Collaborative planning and management, Bench-marking, Education with experts, Learning by doing and Social networking. Total budget to support MJ for 2010-2014 not including building cost for villas was some 58 000 EUR (Project documents 2017.)

2.3.4. Finland- Society context

Before independency in 1917, Finland was an autonomous grand duchy of Russia since 1809, and before that a province and a grand duchy under Sweden since the 12th century (Julkunen 2011). After losing some territory to Russia in WW2 in 1945, Finland had huge refugee immigration settlement process. About 450 000 people moved from the lost land area⁹ within new territorial borders of Finland. Many of the municipalities in rural areas in the Eastern and North-Eastern Finland are born due to this settlement (Tykkyläinen 2017). Common history with both Sweden and Russia is still visible in Finland via language, culture and place- related identities. Finnish and Swedish are both official languages, the Swedish- speaking population is mostly living on the West coast. In the Eastern parts, Russian is commonly spoken in business, because there are over 75000 Russians living in Finland and more than half a million visits per year (Visit Finland 2018). Small indigenous Sami- population lives in the North, and there are small groups of Romani and Estonian living in Finland as well. (Stat.fi 2018). Recent refugee migration has rapidly brought new minority groups mainly from African and Mid- Eastern areas (Ibid.)

⁹ In Moscow peace treaty 1944, the state border in between Finland and Soviet Union was drawn to basically follow 1721 Nystad treaty, Finland lost land areas to Soviet Union in South-East and North-East (Kallio 2014).

Finland (Figure 5) is about 1000 km long country from North to South with typical, areal characteristics during four seasons. Snow covers the ground in the middle of the country from November until April, less in South and West, and longer in the North and East. 86% of Finnish land territory is covered with forested areas, from which mires cover nearly 30% and lakes 10%. Only 9% of land is cultivated. Northern parts are covered with tundra, west coast is mainly flat with cultivated fields, and eastern parts are forested areas with lakes. (Stat.fi, 2007; Stat.fi 2018; CIA, 2017.) Natural resource base in Finland is mostly related to forests and minerals. About 75% of Finnish forests are in productive use, growing mainly planted birch, pine or spruce (ibid).

Economy in Finland is highly oriented to services, only some 25% is from industrial origin, and agriculture been diminished to 2,5% of GDP (CIA 2017). Finnish economy is rather stable, inflation, economic and population growth being around 0,5% (Stat.fi 2018). Finland joined EU in 1995, and since then EU legislation with juridical and monetary sectors have given rather tight frame of developing economy also in nation states, institutional frame for development is highly bureaucratic, and Finland's position as a northern, small country with little natural resources and harsh climate conditions is a daily topic in policy discourses and media. At present time, per capita income is among the highest in Western Europe with forestry, technology and metal industries being the most important revenue sources (CIA 2017), tourism has not played any significant role in Finnish economy, except recently in Lapland area in the North (Visit Finland 2017). There are currently 311 self-governing municipalities in 19 regions in Finland (Kuntaliitto 2017). National Legal frame both gives the right to choose representatives for municipal council for local decision making, but also obligations to provide for example health care, basic education, daycare for children, health center and waste management for people living in the area. The lowest levels of areal planning, building infrastructure, energy supply and environmental protection are in municipal level. Towns and rural municipalities get support from the government for tasks set by national law, but they also have right to collect tax for their own activities, services for people and development efforts (ibid.)

The key features of Finland's modern welfare state are high quality education, promotion of equality, and a national social welfare system. However, the population in rural areas is decreasing due to older generation seeking for services found in urban areas, and younger generation's educations and working possibilities being in cities. This structural change is a challenge both for urban areas with not enough capacity to receive incoming people, and on the other hand the deterioration of infrastructure

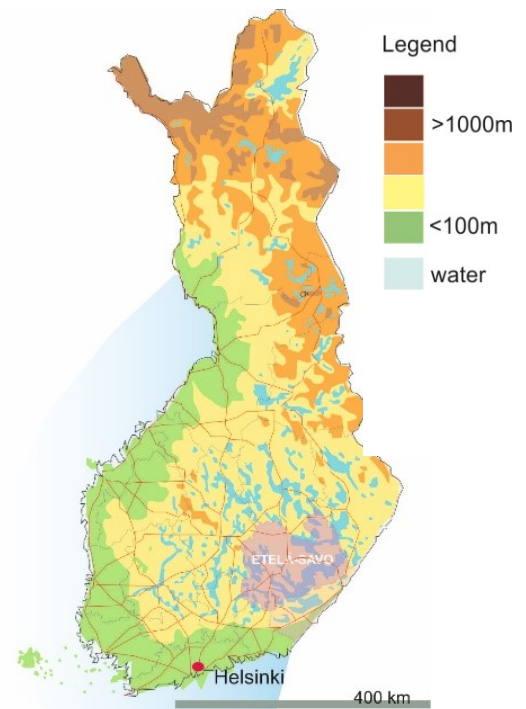


Figure 5. Topography of Finland. South Savo area highlighted. Source: Author

and service systems in rural municipalities. (Anttiroiko&Valkama 2017; MMM 2013; Tykkyläinen 2014.) Forestry and forest-based technologies as part of bio-economy planning are in focus of developing Finnish economy, forestry also is important for rural employment, because agricultural development is limited to maintaining self-sufficiency in basic products due to cold climate (ibid). EU support for rural areas has been important for agriculture in Finland, and changes in EU-regulations and production support mechanisms are a constant topic in Finnish policy discourses. (MMM 2013; Anttiroiko&Valkama2017.)

2.3.5. KS in Mikkeli

South-Savo (Etelä-Savo) region (see Figure 6) is divided in 14 municipalities, from which Mikkeli, Savonlinna and Pieksämäki are cities, the rest are rural municipalities. South Savo region with some 153 000 inhabitants is famous of its lakes, and the biggest lake *Saimaa* is also one of the main tourist attractions for international tourists in the region. Currently there is about 54 000 inhabitants in Mikkeli town, population is slightly declining due to aging and outmigration, but the number of holiday homes by the lakes is rising, being now around 45 000 in the region. Wood- metal and service industries are the biggest employers, but there is organic and traditional agricultural production in small-scale farms as well. South-Savo was the first region in Finland that committed to promoting clean technology, sustainable economy and green growth, and regional planning is focusing in themes of forest, food and water. (Etelä-Savo 2017.)

Kauriansalmen kylät ry is one of three registered village associations situated within previous Suomenniemi municipality area, at the border of South-Savo and South-Karelian region. There are five traditional villages in KS: Punkka, Hujala, Halinen, Kauriansalmi and Väkkärä-Leppäniemi within borders of former school district¹⁰ (interview FG, 2017). Area of KS is well known for the lakes and other nature values. In addition, there are rock paintings from stone age era in Kurkvuori, and as previous national border between Sweden and Russia, area has special historical features and values as well (Ekarjala2017). There are currently living about 300 people within KS area, which is nearly half of the previous Suomenniemi municipal population in in 2017 (Interview FG2017). Suomenniemi was independent municipality from 1689 until 2013 and belonged to South-Karelia region since 1800's. In the beginning of 2013, it was merged as part of Mikkeli town and South-Savo region, and seized to exist as an independent municipal area (Nirkko-Leskelä 1989; Iivanainen 2013).

Transition of KS from being an agriculture-based rural municipality with some 2500 residents, to become a suburb of Mikkeli town with 700 residents and over 1300 holiday homes, follows clearly the mainstream trend of European nations rural development. Small-scale family farming is not often

¹⁰ , Village areas are based on traditional school district (Interview FG,2017), defined in regulation A 20/1898 (Varjo 2011)

profitable anymore due to EU cohesion policy and prize competition, rural areas have transformed from productive spaces more to multifunctional, clientelist direction with leisure activities and tourism entrepreneurship (Marsden 2003; Wilson 2012).

The population in KS has been diminishing since 1950's or 1960's based on interviewed people, as part of Finnish structural change from production- based agrarian economy to service- based modern welfare state. I have interviewed KS people first in 2004, next 2006 at the time of establishing Kauriansalmen kylät ry- village association, and recently in June 2017 for this thesis. During these 13 years, not much physical changes have happened in Suomenniemi. A new village shop was built in church center, there are increased activities and infrastructure in Kauriansalmi in form of new boat marina, and the people of KS built scenery tower of Painalluksenmäki (marked (T) in Figure 6) together with trekking paths and fire places nearby during 2010-2012 (Ekarjala 2017). Municipal house and the village bank were closed after administrative merge to Mikkeli town in 2013. The amount of population is about a hundred less than it was in 2006, but the economy of the KS has somewhat different basis: there are not much of functioning farms or local services anymore, but some highly educated people working at home office, or commuting to town have moved in the village recently.

2.3.6. KS and projects (SE, KP, BS)

I started working with people of KS during 2004-2006 by leading village development project 'Suomenniemi Eläköön' (hereafter SE). The main aim of project SE was to increase village activities, to write village plans for future based on village SWOT- analysis and form registered village associations to replace existing or extinct village action groups. Kauriansalmen kylät ry- village association was established in the beginning of 2005, and it had a village plan right from the beginning, aiming to promote existing services for nature- related tourism and utilize better existing infrastructure for multipurpose use.

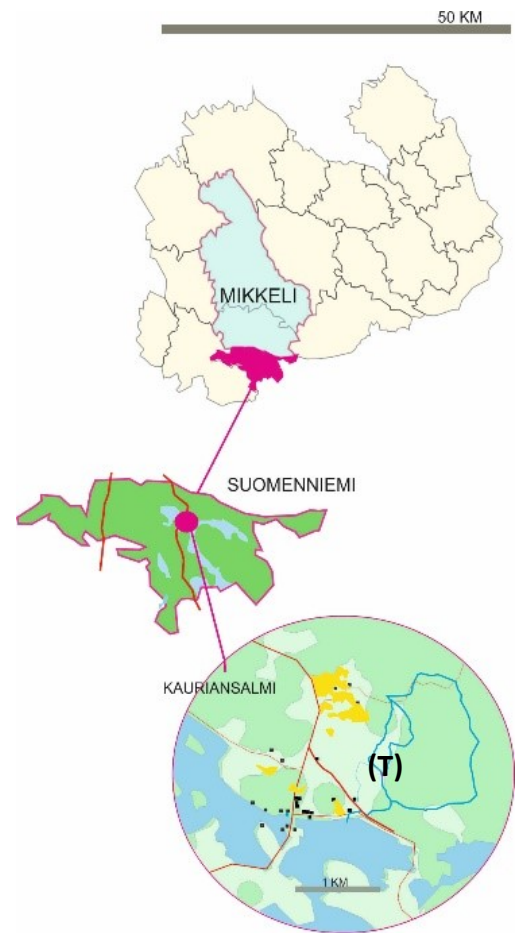


Figure 6. KS as part of Suomenniemi in Mikkeli town, within South Savo Region. Source: Author

Village development project 'Käen Painallus' (hereafter KP) was planned and managed by KS (interview FG, 2017). During 2010-2012, there was first built a scenery tower, followed with building boat docks and fireplaces. The effort was based on co-working on voluntary basis, and the task required more than 1800 hours of work, including also machinery work, in total. Supportive funding for materials and such was applied from West Saimaa LAG (ibid).

Blue Saimaa (BS)-initiative was a networking-, education- and marketing project for rural actors including in the first phase 2010-2012 only micro businesses, but in the second phase 2012-2014 also associations, artists and other tourism- related actors within six municipalities of West Saimaa LAG area. From Suomenniemi, one of the total of three participants was related to accommodation, one to services and one to honey production. KS meeting point was an information hub, a place for brochure delivery for tourists. Even though Suomenniemi merged to Mikkeli in the beginning of 2013, it still was allowed participating project activities within West Saimaa area until the end of BS in autumn 2014. The main goal of BS was to build a network of entrepreneurs and other actors providing tourism services in West Saimaa rural area, and to give education in business skills, such as Russian language and ICT. Network aimed to build cross-border collaboration between micro businesses in West Saimaa area and Karelian State in Russia, by using benchmarking and shared marketing tools¹¹ for cross- border marketing. Group also organized opportunities to participate in tourism expo in St.Petersburg, Russia (Project documents 2017.) Collaborative methods used in BS were Collaborative planning and management, Co-promotion, Bench-marking, Education with experts and learning by doing, Social-, and business networking. Economic support was divided between participants, Savitaipale municipality, Finnish state and EU via Rural development program and West Saimaa LAG. Public funding for educational initiative was 80% of the budget. The beneficiaries of the program were municipalities in West Saimaa area. There were total of 37 participants from West Saimaa LAG area, and 5 micro businesses from Russian Karelia in the end of project. Total budget for years 2010-2014 was some 100 000 EUR (ibid.)

2.3.7. MJ- Governance regime of village development

To set a definition for a *village* as development unit is not easy in Bali. Village life has been regulated and planned since 15th century by complexed regulatory system of Temple community (hereafter PHD), Subak and Desa Adat (hereafter DA), with area and population based on temple area: The people living around and participating the ceremonies of a *Pura Desa* (Village main temple) define the regulatory area of the DA (Interview BG1, BG2 2017; Sudantra 2007; Strauß 2014). It is necessary to understand the complexed system of Balinese village as an autonomous governance regime, to make conclusions about the factors affecting in the background of development processes.

¹¹ a printed brochure and internet- based marketing platform, such as facebook and Vkontakte

Village **regulatory system** includes two institutional and one administrative organization. DA is a traditional village institution and Desa Dinas (hereafter DD) is the administrative, official village. Adat Village Registration as a Village is a rational choice for indigenous and tribal peoples to maintain and preserve traditions, customs and cultural heritage (Wardana 2015; Interview PG1 2017). Subak is an institution responsible for irrigation and ceremonial duties in traditional rice cultivation system (Interview PG1 2017; Wardana 2015; Yu 2015; Budiasa et al 2015; Lorenzen&Lorenzen 2010). Administrative area is based on at the village level by Dutch colonial government (1906-1908) plan to set a village with clear boundaries and support of a population of about 200 adults. (Sudantra 2007). The areas of DD, DA and subak are somewhat different, but the criteria for efficiency and population used previously by the Dutch East Indies government to determine the boundaries of village areas, are still in use today (interview BG 2017).

Rural village **administration** works in levels of *Tempek, Banjar and Kelurahan* (see APPENDIX 1). Structurally there is no institutional relationship between the official village and the traditional pakraman village, but traditionally there has been coordinative and consultative role, and pakraman has been a partner of the village administration in the implementation of developing institutional relationship between official and traditional villages. Furthermore, according to the Article 6 of Regional Regulation Number 3 of 2001 letter b, it is stated that the village of pakraman has the authority "... to participate in determining loyalty to decision in the implementation of existing development in its territory, especially related to Tri Hita Karana " (Sudantra 2007; Wardana 2015; Roth&Sedana 2015.)

The lowest level of pakraman is *tempek*, a farming community in rural village, including 50-100 families. Every *tempek* has their own volunteer- based representative (Chief of *Tempek*) chosen by community members. Preparations of traditional ceremonies and *gotong royong*, traditional volunteer work for community, are mainly decided by the heads of *banjar*, and several *tempek* can work together, if task is big (Like repairing *banjar* community buildings or temple, building road etc). *Tempek* inform about changes in their area and population to *Lurah*, the lowest administrative person of the DD and to *Bendesa Desa*, the chief of DA. *Lurah* works as a messenger between different administrative levels and village people, he also has the power to confirm building permissions, land transactions, population count, and other administrative duties related to *banjar*- area. The team of *lurah* will plan infrastructure- related projects together with the chief of the district. And again, team of district leaders plan practical, public funded operations together with chief of regency (Interview BA2017; Interview BP 2017; Yu 2015, Sudira 2009.) *Banjars* order civic aspects of the community and have a significant impact on local level decision making. The head of a *banjar* is democratically elected and decisions are made democratically, but only by male heads of households (Yu 2015; Interviews BP 2017, BG1 2017, BG2 2017). *Bendesa Desa* as a leader of DA has an assisting team to handle traditional village affairs. The traditional law of DA follows THK- philosophy and it's

based on harmony between human, environment and spirit, guiding all the actions and human identity- and value perceptions in Bali (Sudira 2009; Lestari 2014; Roth&Sedana 2015). These traditional neighborhoods of banjar and DA are territorial, social and cultural units, and only native Balinese, not immigrant from other nations or islands, belong to these physical and conceptual organizations (interview BG, 2017).

Similar, complexed structure is regulating Balinese society and culture both in town, and in rural villages (Interview BP 2017) despite of small differences presented in Figure 7. Every village community has all three elements, but *subak* operates again in different spatial area than DD or DA. This relationship between traditional and official village can be dynamic, meaning it can be changed due to the solution of the official village or the split of traditional village (Sudantra 2007). In Jembrana, this was seen due to population growth in town followed by splitting previous Negara District into two administrative districts in 2014 to form Jembrana District and Negara District (Interviews BP2017; BA2017). Both traditional (Desa Adat Pendem) and official village (Banjar Pancardawa and Kelurahan Pendem) areas remained the same (Interview BA2017). In APPENDIX 3 presented more detail structure of village governance linkages at the local level. U6/2014 aims to change the administration structure again, and there are critical discourses about this reform (Koster 2014; Interview BG3 2017).

Similar administration is in use both in the rural areas and towns. Foreign investments are handled in regency-, province- and national level, domestic investments in district- or regional level depending on the field of investment. Regulation based on DA concerns only Balinese, people from different islands or nationalities belong to regional or national governance regimes.

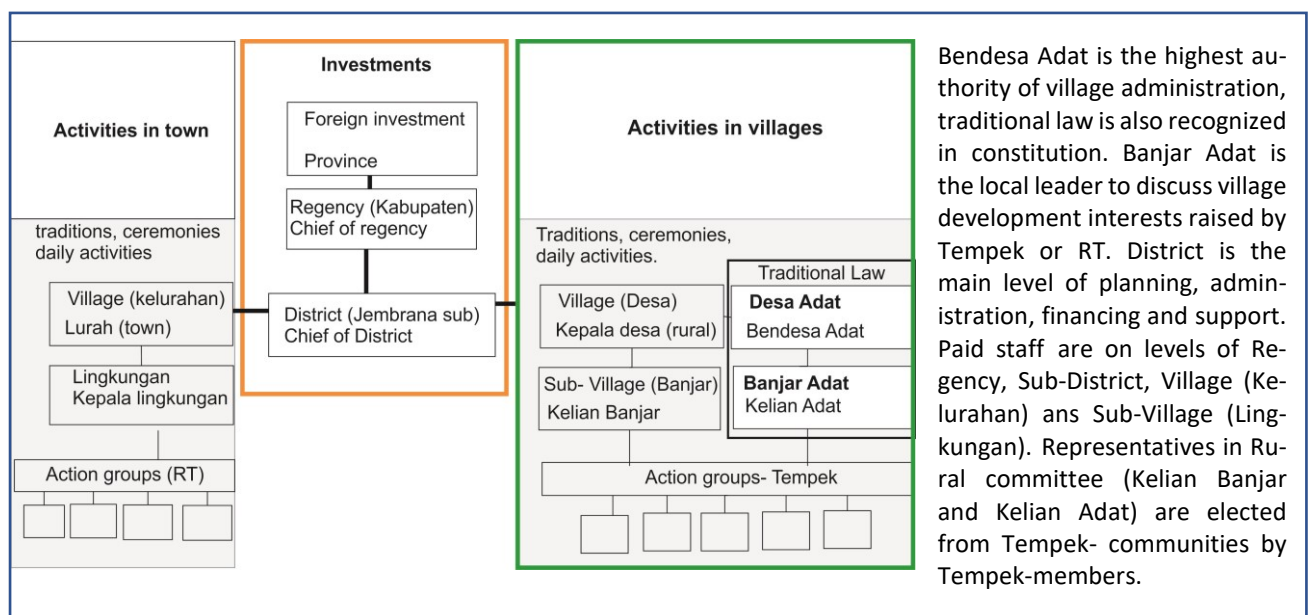


Figure 7. Differences of Balinese administration structures in city and village, Based on interview BG3 (2017), Koster (2014), Sudira (2009). Source: Author

Bali has nine regions (PPB 2010), among which population and economy is not equally distributed. Tourism has rapidly increased from 2,7million in 2011 to current 4 million visitors per year, being now the economy's largest industry in Bali. Tourism provided in Bali 481,000 direct jobs, contributing 30 % of Bali's GDP in 2010. However, 85 % of the tourism economy is not in the hands of Balinese, who may still suffer most of the negative impacts of tourism, including the declining quality and quantity of water. (Cole&Browne 2014; IRSA 2016; Bps 2017). Developing and operating the Nusa Dua tourism complex located in the southern part of Bali has been the main interest for Bali province tourism development during past decades (Itdc 2017), but since 2010 the governments tourism office in Bali has been promoting quality and sustainability with community-based cultural tourism based on THK- concept (PPB 2010) and national Sustainable Tourism Strategy (MTCE 2012).

The least developed area measured by GDP and tourism income is Western Bali, namely Jembrana region, where lives around 270 000 people (Bps 2017). Tourism and its potential of increasing income is highly lucrative alternative for regional development policies. Jembrana has partial autonomy since legislative change in 2001 (IRSA 2016; Wardana 2015) and duties are based on Jembrana Regent Regulation No. 36 of 2016. The main duties carried out by regency are related to implementing provincial legislation into practice, coordinating with provincial and district levels, coordinate and facilitate national and provincial programs and development actions. It also gives legal aid to local level, as well as deliberates and coordinates local regulations and handles all legal issues related to human rights (IRSA 2016; Jembrana 2018).

Traditional local governance mechanisms are linked to administrative governance with direct and indirect mechanisms. When totalitarian era of president Soeharto seized in 1998, a radical administration renewal took place in all islands of Indonesia in the end of 1990's. At that time, place-determined legislation tried to standardize customary law based on place-time-circumstance (*desa-kala-patra*) legislation with Desa Pakraman- frame. At the same time, partial autonomy of Bali as a provincial administration unit got stronger, but in Bali the practical power was directed to regency level and namely to governor of Jembrana in this study case. Despite of national governance efforts, dominating state-centric approach still do not consider all the complex legal and institutional constellations. Regulation U6/2014 to reconstruct local governance with a proposal for joining DD and DA as one organizational institute of Desa Adat and to give legal recognition to the existence of DA as an institution of customary law community in organizing and managing the interests of indigenous and tribal people, is a constant topic within political discourses until today (Sudira 2009; Koster 2014; Wardana 2015, IRSA 2016.) This transformation is not yet in process in all regencies, but it is expected to be implemented to Jembrana by the year 2019 (Interview BG1 2017).

What comes to legal basis of traditional villages in Bali, before year 2000 the Status of DA was completely independent. All development activities of facilities and infrastructure were built and

maintained without government interference. Empowerment of indigenous villages in Bali began in 2001 with the release of Regional Peraturan Bali No. 03 of 2001. Since then the existence of the village of Adat Law Umbrella got from the Government of Bali Province. Central Government recognizes its existence, and therefore the Provincial Government of Bali provides assistance with Operational Fund on yearly basis. These funds are very limited, and the main focus should only be building *Kahyangan Tiga*¹² and conduct training in Indigenous and Honor Fields of Village Prajuru. The term Desa Adat has been changed into *Pakraman Village* since 2003 following the Bali Provincial Regulation no. 03 In 2003. Since then the District Government has supported with funds to preserve Balinese customs and culture. The existing regulations of DA are called Awig-Awig Desa Adat, made by Krama Desa Adat (people), based on the constitution of Replik of Indonesia (Pancasila) and the 1945 constitution (interview BG1 2017; Wardana 2015; IRSA 2016.)

Village life and work is until now based on agriculture, and combination of dry and wet agriculture as off- and on- farm activity¹³ is still the islands biggest employer. Rice cultivation areas cover total of 19,500 ha land area with rice terraces and their water temples. Subak, the cooperative social system that controls the irrigation, was developed based on the hydrological features of the area, rather than on administrative boundaries, the partitions are clearly defined by membership and management structures (Lorenzen&Lorenzen 2010; Roth&Sedana 2015.) Most subaks possess written legal codes, customary laws and regulations called *awig-awig*, which detail the rights and responsibilities of subak membership including subak management (Interview BG1 2017; UNESCO2017).

Traditionally DA has been interwind to subak, but with new funding mechanisms to subak maintenance in some cases the two institutions are separating (Pedersen&Dharmiasih 2015). Subak Management Plan has been adopted by the Provincial Government of Bali. This plan puts in place a management system that aims to sustain traditional practices and deflect inappropriate development. Established management principles of ‘adaptive co-management by diverse stakeholders’ are used and modified to suit the Balinese context. It connects individuals, organizations, agencies, and institutions at multiple organizational levels by means of a democratic Governing Assembly. In 2010 was approved the creation of the Governing Assembly of Bali Cultural Heritage including representatives from different government departments and it empowers subak community members to jointly undertake a major role in the management of the sites. These sites are communally maintained by the subak system in the traditional manner. Temple maintenance is in the hands of the community who traditionally contribute funds and materials, and also volunteer labor for routine conservation

¹² A holy trinity of Human, Nature and God

¹³ Wet farm and on-farm work means working in relation to attending farm animals, the cultivation of sharecropped and owned rice fields including work for the subak as well as ritual and ceremonial activities. Dry farm and off-farm work is related to any other work, outside of the family farm. (Lorenzen&Lorenzen 2010).

measures that are carried out in cooperation with the local government and the Archaeological Office for Bali-NTB-NTT Province, providing the necessary expertise (ibid; UNESCO 2017.)

Since 1970's until 2007 there was a government program called 'Green revolution' aiming to modernize rice production throughout Indonesia with technology packages (Pedersen&Dharmiasih 2015, 142). During this period, traditional, enchanted cultivating rituals in Bali were considered irrelevant. Many farmers changed their production from organic- based to state-supported, new and more efficient model. Since 2007 trend has been the opposite, and today the subak is legally protected institution in National law and the administration supports traditional THK- philosophy based farming instead of previous efficiency- manifesting 'Green revolution' model. Bali was the first cultural landscape in Indonesia listed as a UNESCO World Heritage Site in 2012. Even though the subak system is the only living cultural landscape among World Heritage Sites in Southeast Asia, it is still struggling with implementation of its management plan (Salamanca et al 2015.)

2.3.8. MJ- Village governance beyond administration

There is a unique *caste system* in Bali including four lines of family tradition, where the first letter (I or Ida) refers to higher caste and their responsibilities for Balinese society. For example, Ida Bagus-family is directly descended from the first Hindu priest from Kingdom family, and they have the main responsibility for religious activities, maintaining and building temples etc. In the villages the caste (name) is still highly valued but with increasing tourism, in towns there are more and more immigrants from other islands working with less traditional Hindu- heritage. This 'cultural corruption' is considered as a threat for native Balinese, and underpinning Hindu- based cultural values is well visible both in development and political discourses today (Sudira 2009; Interview BP 2017, BG3 2017.) Balinese have managed to preserve many of their cultural beliefs and values as can be observed through their music, dance, rituals, and religious practices. Artisans produce batik and ikat cloth and clothing, wooden carvings, stone carvings and silverware symbolizing meanings of customs and institutions such as the caste system and the Hindu religion (Yu 2015; PPB 2010). For Balinese, traditions related to religion are creating equality between castes, a timetable and means of participation, where every person has their well- defined responsibility in common traditional activities.

The sustainability of irrigated rice culture is threatened by the declining interest of youth in rural areas to find a job in the farming sector, particularly as rice farmers, the declining in rice field extension due to conversion into non-agricultural land, increasing conflicts in the use of water resources and deforestation and pollution of freshwater systems for irrigation (Lorenzen&Lorenzen 2010). Until recent years, very little organized development has been done in West Bali within sustainable tourism (Interviews BA1, BA2, BG2 2017). In 2015 started Five Pillar Foundation a program to develop community- based tourism in villages of Jembrana with THK- philosophy at the background. Five pillars represent education, society, environment, culture, and economy as sustainable development

basis. This foundation has its operations based of village community, business- and expertise networks within Bali, and internationally. Association already has cooperation with Chief of DA in Pendem village and other villages in Jembrana area as well, and it is expanding actions from Jembrana to Gianyar, Tabanan and Buleleng, which are also less developed areas in Bali, and at risk of losing their village- based cultural heritage in the pressure of expanding mass tourism (Interview BA2 2017).

2.3.9. MJ- Village Tourism development and strategies

Organizational structure considering development is tightly bond with traditional governance mechanisms or administrative strategies based on national funds. Strategical base for sustainable tourism development has been formed in 2009 by Tourism Act, Law no.10/2009 (Teguh 2017), and Principles for a sustainable and responsible tourism were launched in 2012 by MTCE (2012), followed by regional strategy for implementation. The Strategic plan of Sustainable Tourism and Green Jobs for Indonesia by Indonesia Ministry of Tourism and Creative Economy of the Republic of Indonesia in cooperation with the International Labour Organization aims:

‘to engage a wide range of national partners in an exchange of views towards building a consensus for fostering a strong and sustainable tourism industry in Indonesia supported by green jobs. Accordingly, the design of the Strategic Plan was informed by a consultation process involving key stakeholder groups across government at all levels, communities, industry, education and training facilities, social partners and civil society. Building upon Indonesia’s unique natural and cultural assets, the Plan was prepared with a view towards assisting these partners reach a shared vision on sustainable tourism and its contribution to the country’s development, and identifies key strategies for implementation at the national, provincial, local and enterprise levels’ (MTCE 2012.)

The strategy has four main lines: Change of Mindset of all stakeholders, Sustainable Tourism Indicator development, adaptation and adoption, Accustomizing of the New Mindset on Green Jobs and Sustainable Tourism, Introduction of Strategic Management, Control Mechanisms and Enforcement. For this strategy Balinese presented their own priorities for future development to avoid negative impacts of mass tourism (MTCE 2012, annex2), and these opinions are underpinning four strategical spearheads in provincial and regional strategies:

1. Government policy to protect the agricultural sector and subak is needed, traditional system must be saved. Economic development priorities are agriculture for food, cultural tourism, and small and craft industries. Agriculture is important for Bali as source of income for the rural population and as provider of raw materials for the agro-industry, as well as for export and nature conservation. Tourism needs to be developed to subsidize the farmers to maintain the landscape from government tax imposed to hotel and restaurants. Ecotourism, agritourism and rural tourism are among the choices.

2. Government policies need to support uniqueness of Bali, originated from Balinese nature and people themselves. Balinese traditional system is based on a principle of balance, which is resembled in the community organization/institutional system like the banjar and subak, planning and development of tourism needs to be based on this local wisdom and to be in balance with agriculture, and strengthen other economic pillars.
3. Commitments are required to support the system's sustainability which has been critical in organizational as well as economical terms, management needs attention both at the national as well as regional/local level. There is a need for clear regulation, and have it disseminated through banjar or subak; the communities may move faster (than the government). Community based development has not been fully supported by tourism industries, for a sustainable quality tourism, there is a need to conserve nature and culture.
4. A master plan is needed for Bali development, diversified economy will strengthen the regional economy. A coordinated approach, capacity, competence, opportunities and market mapping are needed. A single smart and trustworthy leadership is needed for optimal development, product diversification and yield management to optimize tourism income for the Balinese. Ecotourism is perceived as the kind of tourism that will improve community's income while still conserving the cultural values in protecting the environment and social life based on mutual agreement.

The key strategy of MTCE (2012) is to promote a change of mindset of tourism being a goal itself, to a long-term process to achieve welfare and quality of life. Long term orientation needs to be based on a clear vision, because tourism is a multidimensional phenomenon. It is suggested in the concept of sustainable tourism development, the importance of the socio-cultural aspect is not less important, and in the administrative system development demands a multi-ministerial concern, as well as multi-level governance to realize the role of tourism in nation building, uniting the people from different regions, meaning that domestic tourism is not less important than international tourism. The paradigm of developing tourism industries should not be resource based, but instead a knowledge-based, and the change in people's mindset and awareness is the core strategy in strengthening and laying down the direction of the Indonesian sustainable tourism development (MTCE 2012.)

Strategies related to MJ are from international to local level evaluated by following GSTC (2018) strategy related to PPT (Roe&Urquhart 2001) and Millennium development goals to Sustainable development (UN 2017). Considering MJ, there are no significant changes in strategy implementation mechanisms between 2010-2017. As can be noticed in Figure 9, p. 40, for funding and monitoring there is quite simple mechanism from top to bottom, and from bottom to top following fixed routes from people to banjar, from banjar to district, from district to region and from region to national level in administration side (DD), information moving on both directions with help of messengers. On the

other side there is a trinity of DA, Subak and PHD, which are interlinked to administration as described above, and are entitled to and responsible of cultural activities and religion- related regulation.

2.3.10. KS-Villages and strategies in EU

The general principles by EU guiding actions are ethically underpinning European tourism policy and activity (Calabro 2013). These principles give equal weight to economic, social, cultural and environmental aspects of sustainability and recognize the significant impact of tourism on other industries and activities, environment and society, especially at a local level. Strategies are planned with a long-term vision avoiding short term approaches and solutions that cannot be sustained over time, including objective assessment and evaluation of the impact of potential tourism development and of all ongoing tourism activity. Also, the direct beneficiaries of tourism, including businesses and tourists, should be aware of the external costs associated with their activities and they should be prepared to contribute to their mitigation. National and regional policies should pursue the sustainable and responsible development of the tourism sector. In European strategy (ibid), there are four axes of Action¹⁴, for the implementation of principles to:

- Involve all stakeholders in the planning and management of tourism by cooperation, co-planning and co-management of public authorities, community members and businesses
- Respect the rights of all citizens to safe and fulfilling holidays and travel
- Ensure the competitiveness and viability of the tourism industry by reducing seasonality and focusing on quality and business transparency
- Provide a wide range of well supported and satisfying jobs
- Mitigate and adapt to climate change by adaptive planning, reducing emissions and paying compensations
- Control and manage the use of natural, scarce or finite resources
- Celebrate and conserve natural and cultural heritage and diversity
- Ensure that tourism respects and benefits local communities with a positive relationship between tourists, tourism businesses and host communities. Tourism should maximize its economic and social benefits for local communities while minimizing negative impacts such as noise, congestion, cultural intrusion, pollution and competition for property and services
- Monitor the impacts of tourism and seek continuous improvement and
- promote awareness and commitment to responsible tourism, by extended knowledge base and an engagement in effective communication and promotion.

¹⁴ 1.Stimulating competitiveness - Increasing tourism demand 2.Promoting the development of a sustainable, responsible, and high quality tourism 3.Consolidating image and profile of Europe - improving/diversifying supply and enhancing quality of services 4.Maximising the potential of EU policies and financial instruments - Mainstreaming tourism

2.3.11. KS-Villages and strategies in Finland

Villages of Finland, born for various reasons, have lived through rapid society changes during past decades. Villages represent different layers of history, culture and traditions of that area and people. Around 80% of Finnish population already live in urban centers, village population in the countryside is still declining along the declining agricultural production measured by amount of farms, and this trend is visible all over Finland (Lehtonen&Tykkyläinen 2014; Stat.fi 2018). Until 2011 ‘village’ was based on area definition in relation to biggest urban areas and biggest city centers. Surrounding countryside was next to town center, and beyond that was deep rural area. Definition for village included three levels: 1) villages of city surroundings were the villages in the surroundings of 34 biggest urban areas, within 5-15 km from city center limit. These villages still had quite easy access to town services, but they already were typical, rural environments. 2) Villages of town surroundings were within 5 km from a town with more than 5000 inhabitants. 3) Rural villages, which were located in deep rural areas. Village area by the new typology (ympäristö.fi 2018) can be defined by the population density for tracking changes in social structure. Grid-based mapping divides villages as village areas and sparsely populated rural areas. Village area mapping is an overview to present condensed housing areas in Finland, it tries to consider different types of villages in Finland, but there is not a single ‘right’ definition for village. Urban center is defined to be a minimum of 200 people and group of buildings, where the distance between buildings is less than 200m (ibid; Helminen&Ristimäki 2008; Helminen et al 2012.)

Registered village association as an official village organization represents the lowest administrative unit in Finland, and KS village association area is used to represent ‘village’ in Finnish context in this study. Registered village associations (ry) as legal organizations can independently plan their activities, they are entitled to different public and institutional financing possibilities, and they can apply funding from national, regional and municipal development funds to maintain and develop village economy and well-being. There is a board of village members responsible of reporting and planning of activities based on common decisions of association members. Village associations or political parties are not the only means of participation for people. There are also different open action groups, and several theme-based action groups or associations organizing activities, and they can apply supportive funds from municipal administration¹⁵. Associations and groups together also have traditional cooperation (talkoot), and people often belong to and participate in several action groups and networks according to their reference groups and personal interest. Many village activities nowadays are also based on different action groups formed to pursue a goal based on common ideology, such as groups promoting nature protection and animal rights, when village is only a stage for action, not including local participants at all. There is a clear difference between regions, where typically village

¹⁵ For example, fishing and hunting communities help in maintaining local natural diversity, Martta-, 4H- and entrepreneur associations etc. are connecting people and businesses. They arrange education and recreation opportunities for rural people both locally, but also nationally and internationally as networks.

activities and identity has been stronger in the Eastern areas. (Sivonen 2000; Hyyryläinen&Rannikko 2002; Holmila 2003; Staffans&merikoski 2011; Anttiroiko&Valkama 2016.)

2.3.12. KS -Village Tourism development and governance

Local development is a complicated administrative process in Finland, if it requires organizational funding. In small- scale tasks, like renovating a small building or so, different combinations of activity groups arrange independently collaborative community projects called *talkoot* by bringing material and food, participating the work. These informal action groups can apply also supporting money from municipal administration. In bigger projects commonly is a village- or other association as an applicant for supporting money. Funding up to 80% of total budget can be applied from local LAG for instance (ELY 2013a; ELY 2013b).

Finland has municipal self- governance currently in 311 municipalities, and for rural development there are separate administrative structures (elected by citizens) to grant supportive funding and for development monitoring (See Appendix 2), and there are different foundations granting funds for cultural- or educational projects as well in municipal level. For regional development, there are three different organizations specialized in certain field of activities: Regional Assembly making the Strategic Regional Plan, and the Regional Development Program and the Regional Plan for physical planning. These development programs serve to revitalize the business life of the region as well as raising skills levels and developing rural areas. 15 Centres for Economic Development, Transport and the Environment (hereafter TE- Offices) have three areas of responsibility: 1) Business and industry, labor force, competence and cultural activities, 2)Transport and infrastructure and 3) Environment and natural resources. TE- offices steer and supervise the activities of the Employment and Economic Development Offices (hereafter ELY). ELY- centres can support for instance business development via direct funding, or by coordinating cooperative initiatives. There are also six Regional State Administrative Agencies (hereafter AVI) in Finland working in close collaboration with local authorities, aiming to promote regional equality by carrying out executive, steering and supervisory tasks laid down in the law. AVI's tasks are related to strengthening implementation of basic rights and legal protection, accessing to basic public services, environmental protection, environmental sustainability, public safety, and providing safe and healthy living and working environment in the regions. Areas of responsibility are basic public services, legal rights and permits, education and culture, occupational health and safety, environmental permits, rescue services and preparedness (AVI 2017). Both ELY and AVI will be abolished in 2019, and their responsibilities directed to Regional administration offices, or related structures under regional regulatory system upon regional reform taking place. There is very little information yet available how this change will be in detail performed (ELY 2016; Etelä-Savo 2017; Anttiroiko&Valkama 2017.)

2.3.13. KS- Village Tourism development and strategies

Finnish development program for sustainable tourism was launched in 1998, and accordingly:

'The characteristic feature of the Finnish national sustainable development policy is a wide-reaching participation of various societal actors both in the definition of the contents and implementation of the measures. The approach is already referred to as the "Finnish model", in which broad-based, multi-stakeholder participation is combined with high-level political leadership.' (Visit Finland 2011)

At present day, sustainable tourism development strategies in four area- based themes in Finland are Lapland in the north, Lakeland in the east, Coastal area and Archipelago in the west and Helsinki area in the South (Visit Finland 2018). National strategies are based on GSTC (2018) sustainable tourism criteria and Visit Finland's core values presenting Finland as a counterpart to the hectic, ever-accelerating rhythm of daily life, offering peace and quiet, relaxing by staying at a cottage, enjoying a sauna, and exploring an untouched natural environment. It also displays the opportunities that the Finnish nature offers for activities, as well as stands for the uniqueness of Finnish culture and the global phenomena it evokes, such as Finnish design, Father Christmas, heavy metal and delicious natural produce (ibid). Below national strategies there are regional, municipal and village- scale strategies based on special features of the areas (ibid.)

In planning tourism activities, administrative structure on strategy level in KS is quite clear compared to MJ: Self- governing municipalities form the lowest level, actions are regulated and guided by regional assembly together with AVI and ELY, all are responsible to related ministry and on the top is parliament together with the president. However, when discussing development on practical level in KS village, the picture is quite different. Former independent municipality of Suomenniemi with full power of self-governance is now a distant suburb of Mikkeli town and has an Regional Executive Board (hereafter REB) with members from villages as representatives in Mikkeli administration. REB has annual budget (currently 35000 EUR) for Suomenniemi area village development under Culture and Education- division. (Mikkeli 2017; interview FG 2017.)

There are significant changes followed by municipal merge in 2013 related to administrative structures (see APPENDIX 4), and the impact on village development strategies is remarkable, because LEADER- development strategies for Kauriansalmi area as a part of Mikkeli municipality and South-Savo region differ significantly from the strategies of previous Lappeenranta region in South-Karelia. Changes on strategy level in development followed the change of LAG group from West Saimaa LAG in South- East ELY area, to Veej'jakaja LAG in South Savo ELY area, together with municipal merge to Mikkeli in the beginning of 2013.

The Strategy of South-East LAG for period 2014-2020 is stating: *'The vitality of rural areas is based on competitive rural entrepreneurship'*. By using local capital and resources, renewable energy and

natural resources in production is believed to bring new working possibilities and income sources. Special emphasis is given to location near South-East border, which is seen as an opportunity to tourism- and food-related sectors (Leader Länsi-Saimaa 2014). Strategy for South-Savo LAG is emphasizing human-centric and inspirational attitude in the development with special interest on green economy and considering the lakes as a special resource (Veej'jakaja 2014). Strategic emphasis is in increasing sustainable use of natural resources, promoting organic food production and business competitiveness. Locality in production, services and culture will be in focus of development (Etelä-Savo 2013, 2014).

And furthermore, after regional reform in 2019 (Alueuudistus.fi 2018), the new territorial government will bring changes yet mostly unknown, when regional decision-making and part of national administration is transferred into one, new organization. The aim is also to clear the roles of municipal, regional and state roles in administration, because there aren't clear borders of development strategies, areas nor administration in local development in Finland. One aim of regional structure renewal is said to be simplifying and stabilizing the administration frames. (Etelä-Savo 2017). Regionalization is a common trend throughout the Europe and in most cases, it has faced strong opposition by local actors afraid of losing control of local affairs. Bottom-up approach due to long tradition of localism in Finland for regional reform may bring up forms, processes and results which differ from the mainstream outcomes of regionalization, when the regional reform takes place in 2019-2020. However, the reasoning for renewal is based on diminished credibility of localism given the realities of contextual pressures, namely structural change to more urban life, and the government's attempts to improve efficiency and competitiveness. Eventually, this turn might radically undermine the role of local government as a stronghold of representative localism on territorial policy (Anttiroiko&Valkama 2017.)

2.4. Summary of villages and development strategies

In Finland, development strategies have been in constant change since joining EU in 1995, because structural funds with strategies of LAG's together with National rural development strategy have been evaluated and renewed in every 6 years, and administrative and legal changes at the same time affecting also directly to village people's lives. Administrative reform included joint municipal authorities known as Regional Councils, created by merging inter-municipal associations with regional planning associations, and currently 18 Regional councils are responsible of areal planning among other tasks. Finland has traditionally had strong local power in municipal level, but this is about to change in regional reform in 2019 (Anttiroiko&Valkama 2017, Alueuudistus.fi 2018.) KS already has lost local Suomenniemi municipality- based self-governance and is now a suburb of Mikkeli town. The affect of the reform is not yet well-known, because whole structure of complex collaborative arrangements between local authorities is about to change.

As we can see in Figure 8, there are several mechanisms in use to apply funding considering private citizens as micro- scale entrepreneurs, village action groups or associations from the local LAG. However, AVI and ELY- Centres are operating under legal frames of different ministries, and tourism- related project may need permits and documents, Social- or Environmental impact assessment, waste management plans or even special land management for protected areas (such as Natura 2000¹⁶). This kind of permits need to be applied from municipal administrative offices, directly from ELY-Centres, or from AVI depending on the scale and the legal frame of the operations. (MMM 2018). For small entrepreneurs or village associations all the paperwork needed for applications can be overwhelming, and the role of LAG's is in these cases highlighted together with other organizations, (for instance Pro Agria and areal development companies) set to give necessary assistance with administrative work and planning.

In Bali, administrative changes seldom affect people's lives on village level, because traditional village (DA) has stayed the same for centuries with independent position and legitimate status also in constitution of Indonesia. Current GSTC (2018)- based strategy for tourism development follows the administrative structure, and strategy implementation and evaluation are distributed to independent local and regional structures with supervising role of province and national administration (Teguh 2017). Even though Balinese plural governance may seem to be complicated as a system with national and traditional legal entities together, and European participatory mechanisms are set for equality in decision making, Indonesian governance seems to be less complicated one when paired by development- related collaboration mechanisms, as can be noticed in Figure 8.

In MJ, people discuss and negotiate together with Chief of Tempek to make a proposal for development to Chief of Banjar. Banjar- level propositions are discussed and decided in Village meetings monthly together with Chiefs of DA and DD, and proposals delivered via district office to regency for regional level decisions. Regencies get annual budget from national development funds and directly from international development funds for operations included in National GSTC (2018) strategy linked to UNWTO sustainable tourism development. (Interviews BP 2017, BG1,2,3 2017, BA1 2017, Teguh 2017). To anticipate future development in MJ and KS, I present in Figure 9 the expected outcome based on a ministry hearing of ELY-leaders (ELY 2016) of regional reform in 2019. New structure is expected to become fully operational in 2019, according to Anttiroiko&Valkama (2016) referring to Valtioneuvosto (VN 2015). It seems, that some of the administrative work can be erased, but still all details are under interpretations.

Development actions of villages have been traditionally both in Bali and Finland in the hands of people living and working in the villages. They have traditional forums for collaboration, maybe some members also participating in administration. Communication has been for decades and even

¹⁶ Nature protection by Natura 2000 legislation in EU (EC 2018)

centuries unified with common language, even dialect with people sharing same cultural background, similar values. Village communities of MJ and KS both have a system for communicative action mechanism described in the theory of communicative action by Habermas (1984), supported by Ostrom (2009), Anttiroiko&Valkama (2016) and Mustalahti (2017) in form of village board with democratically chosen, well trusted local leader.

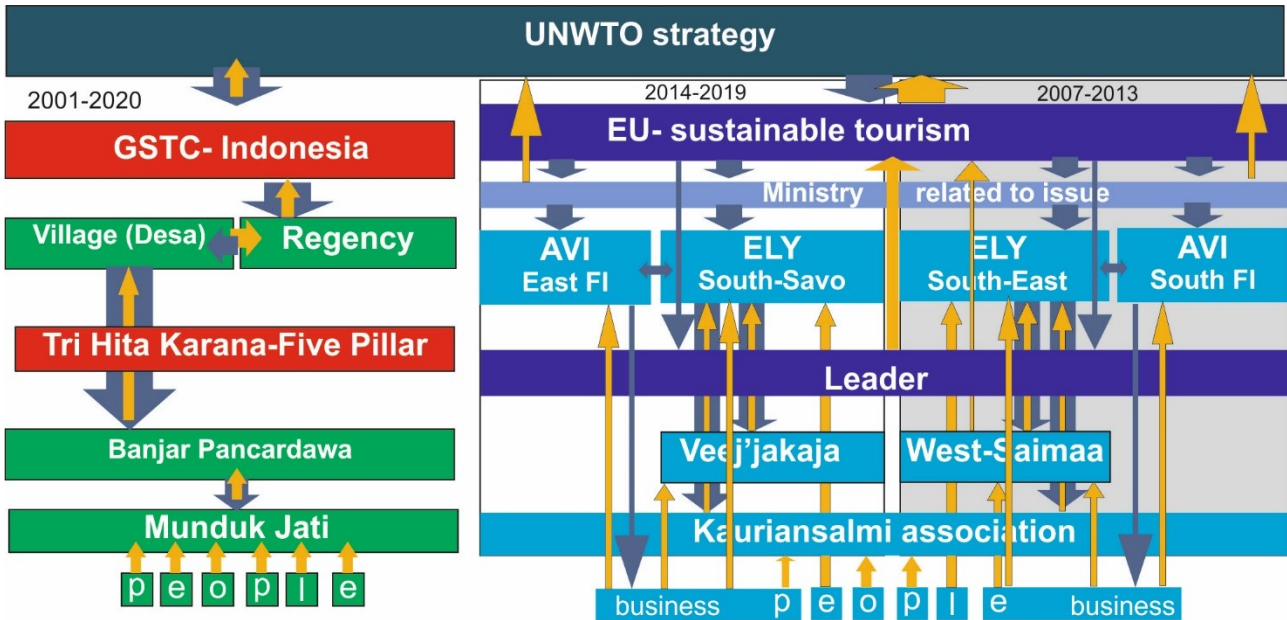


Figure 8. Indonesian and EU – model of collaboration in development initiatives from top-down, and bottom-up during 2010-2019. Source: Author.

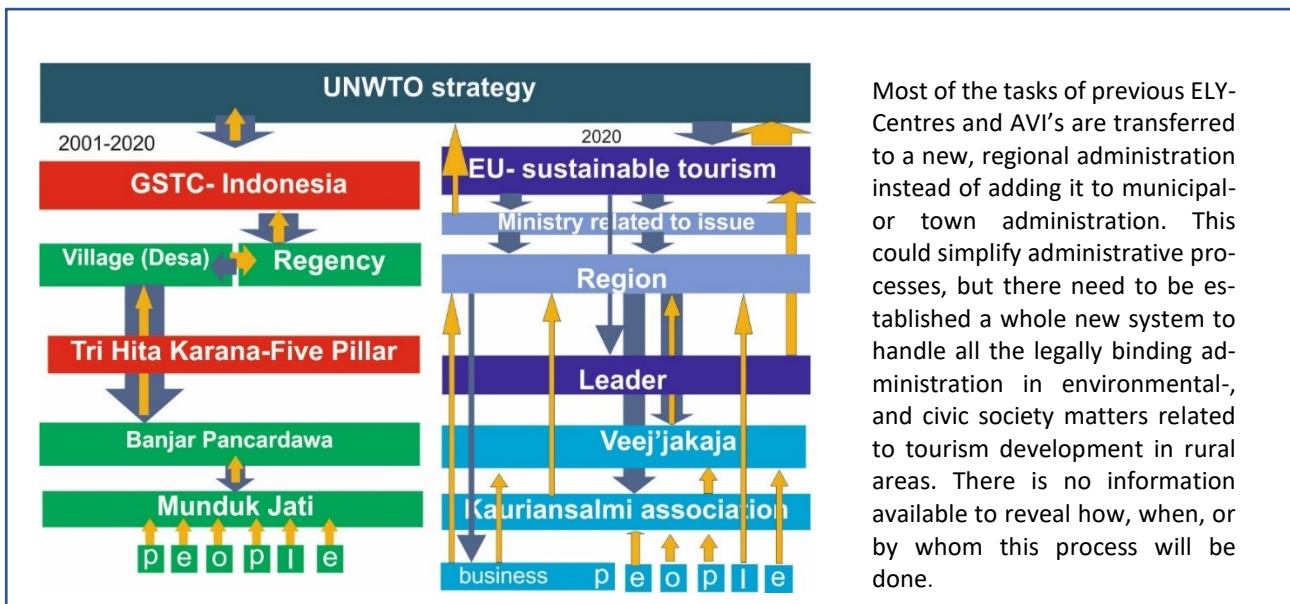


Figure 9. Administration of development initiatives in 2020, prediction of Bottom up and top-down collaboration. Source: Author based on ELY (2016), Anttiroiko&Valkama (2017), Teguh (2017), Interviews BG1; BG2; BG3 (2017).

Both villages also have similar mechanism to influence the system above: MJ has Klien Banjar as a messenger between DD and Tempek, DA as authority based on cultural norms. KS has members in REB to deliver messages and speak for their issues in town administrative system.

Values and norms form the core of all systems, belonging to a system is not value free by Habermas (1984, who refers to Luhmann, when stating:

'every empirical system is all of them (subsystems) at once; thus there is no concrete human individual who is not an organism, a personality, a member of a social system and a participant in a cultural system'.

Communication can take various forms, and among language also money, religion and power as more abstract forms of communication play a crucial role in interaction. Action can be defined as meaningfully oriented behavior, and communicative action as interpersonal communication towards mutual understanding, and in which other persons are genuine persons with their individual personality and cultural background, not objects of manipulation. The aim of communication is to pursue harmony and consensus among participants instead of one's individual benefit. Under ideal communicative conditions, consensus is achieved dialectically through the force of a better argument. (ibid.) This can be said to be the core of democratic decision-making process in any system. However, rationalization of society means the growth of strategic actions, which can be seen as an opposite phenomenon to communicative action with calculative and exploitative attitude. How is it possible to design sustainable tourism strategies within village systems, if strategies are not considered as democratic means of development?

2.5. Sustainable tourism and FPS

Three dimensions or 'pillars' of sustainable development are recognized in UNEP & WTO (2005): *Economic sustainability*, meaning generating prosperity at different levels of society and addressing the cost effectiveness of all economic activity, *Social sustainability*, referring to respecting human rights and equal opportunities for all in society, with an emphasis on local communities, maintaining and strengthening their life support systems, recognizing and respecting different cultures and avoiding any form of exploitation. *Environmental sustainability*, with conserving and managing resources, requires action to minimize pollution of air, land and water, and to conserve biological diversity and natural heritage. 2030 Agenda for Sustainable Development was adopted by the Heads of States in the UN sustainable Development Summit 2015. It brings on the table 17 ambitious goals¹⁷ of sustainability making all of tourism more sustainable. These goals are politically, but not legally binding among UN member States (UN 2017).

¹⁷ UN 17 Goals of Sustainability: 1) No Poverty, 2) Zero Hunger, 3) Good Health and Well-being, 4) Quality Education, 5) Gender Equality, 6) Clean Water and Sanitation, 7) Affordable and Clean energy, 8) Decent work and Economic Growth, 9) Industry, Innovation and Infrastructure, 10) Reduced inequality, 11) Sustainable cities and Communities, 12) Responsible Consumption and Production, 13) Climate Action, 14) Life Below Water, 15) Life on Land, 16) Peace and Justice Strong Institutions, 17) Partnerships to Achieve the Goal (UN 2017).

The concept of 'Sustainable development', as I use it in this thesis, was born in 1987, when Gro Harlem Brundtland stated in the 'Common future'- report sustainable development to be "*...development that meets the needs of the present without compromising the ability of future generations to meet their own needs*". Within tourism context in this study, I take system approach based on Geels (2011), following the idea of discursive activities at regime and niche levels drawn on cultural repertoires at the landscape level. MLP- approach in this study attempts to consider power, civil society and cultural dimensions as important factors in sustainability transitions and seeks to utilize strategic management as a base for future planning.

Following McGinnis and Ostrom (2014), Geels (2011) and Kuhmonen (2016), *system* in this study refers to tangible and measurable elements (such as infrastructure, regulations and rules in use, consumption, public opinion, and collaboration mechanisms), whereas regimes refer to intangible and underlying deep structures (such as values and beliefs, heuristics, rules of thumb, routines, standardized ways of doing things, policy paradigms, visions, promises, social expectations and norms). So 'regime' is an interpretive analytical concept that invites the analyst to investigate what lies underneath the activities of actors who reproduce system elements.

Tourism is presented by Jänicke (2005) as one of the governance 'boxes' in society. However, the ideology of sectoral governance is not as relevant anymore today, as it was for example two decades ago. To increase legitimacy of governance, more and more transformation towards collaborative, participatory practices are required in all levels of society, as for example Rannikko & Määttä (2010) Anttiroiko and Valkama (2016) and Mustalahti et al (2017) bring up. Information technology has brought people and businesses closer to each other even in the opposite sides of the globe. Networking and multidimensional cooperation have changed the form of regulatory frames. According to UNWTO (2005), sustainable tourism should be: "*Leading to management of all resources in such way that economic, social and aesthetic need can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems*" and to have identified strategies relevant to sustainable tourism. According to UNEP & WTO (2005) these strategies can be either overall tourism strategies embracing sustainability principles, other relevant government strategies recognizing or embracing sustainable tourism, such as a biodiversity strategy or strategies for sub-sectors of tourism that can play a role in.

It's widely understood, that there isn't a one, widely distributed definition for sustainable tourism. It can be understood for one hand as an ideology or a common target (when sustainability is not evaluated by indicators), or aim to make changes in practices. The other option is to understand sustainable tourism is as a process, where actions are constantly evaluated with indicators and transformed towards more sustainable practices. Tourism may never be totally sustainable, developing sustainability in tourism is a continuous process of improvement. UNEP&WTO (2005) among many others

pinpoint the meanings of interaction between visitors and their host communities, and *awareness* as an outcome of visiting and learning about places, people and culture.

Already Borg et al (2002) bring up, that tourism development is highly depending on clean and healthy environment of the destinations, and the dependence between host community and visitors still is a key for sustainable destination planning, as Staffans&Merikoski (2011) confirm. UNESCO (2017) approach is highlighting culture and development, supporting governments and local stakeholders to safeguard heritage, strengthen creative industries and encourage cultural pluralism. In this study, I look at the efforts of tourism development in village communities from two very different cultural bases and compare the results of local development with tourism business agenda related to people's understanding of sustainability. Tourism can be considered as a business, which is practiced for profit (Lohiniva 1998, p.36), and on the other hand as a socio-cultural phenomenon. There will be growing potential for business development and employment also for remote areas, increase knowledge and willingness to protect both environment and culture as a tourist attraction (UNEP&WTO 2005).

Today, in many cases soft law, in forms of local regulations, instructions and recommendations instead of strict legal frame only is practiced, decentralization and political devolution are preferred to strict nation state steering. (Anttiroiko and Valkama 2016; IRSA 2016). Sustainable tourism is highly political and ideological concept (Staffans&Merikoski 2011, 12). Despite of the pollution and obvious damages tourism causes for environment when building infrastructure for destination itself, and also for related services, in some cases increasing inequality between citizens, possible over exploitative use and competition of natural resources, and decrease of traditional life forms, it also can bring many positive benefits for the society. Common goal of sustainable tourism development should be for tourism to benefit the environment and local communities economically, socially and culturally; accordingly, the community is at the centre of sustainable tourism, as Eisto (2009), Wilson (2012), Neumeier& Pollerman (2014) and Park&Kim (2016) agree. According to Suryawardani and Wiranatha (2016) Sustainable tourism includes three main aspects: sustainability, education and local participation, and the aspect of sustainability should cover four dimensions: economically viable, environmentally friendly, socially responsible and culturally acceptable. Cultural aspect is by Nuijanmaa&Matilainen (2012) related to genuine, local products and services.

The role of the EU in tourism development has often been seen quite limited. Despite the fact tourism still is a major field of economic activity in Europe, receiving half of the global tourist arrivals (EC 2018), no major programs have been launched to strengthen the quality and competitiveness of European tourist destinations until very recently (Halkier 2010; Husting 2015). Ministry of the Environment in Finland defines the four main corners of sustainable development including in the national strategy for sustainable development along with a national concept 'Society's Commitment to Sustainability' (ME 2018). *Ecological sustainability* aims to preserve functioning ecosystem services,

and to adapt human action to nature's carrying capacity in long term, *Economical sustainability* is considered as balanced growth, which is not based on debt or resource over-exploitation in long term planning. Sustainable economy is the base for social sustainability, *Social and Cultural sustainability* aim to guarantee the prerequisites of well-being for present, and forthcoming generations (ibid.).

GSTC (2018) is adopted as a base for ASEAN and Indonesian sustainable tourism strategy demanding marginalized communities to be more engaged in the tourism economy at a destination level. This can be organized directly with community services such as home-stay or guided treks to natural heritage sites in their vicinity; or indirectly where the community provides inputs into the tourism supply chain such as production of vegetables and fruits for restaurants, and production of cultural objects for sale as tourist souvenirs. (Teguh 2017; ATSP 2017). ATSP 2016-2015 strategy (ATSP 2017) is based on UN development goals with four main sections, namely to '*Demonstrate effective sustainable management, Maximize economic benefits to the host community and minimize negative impacts, Maximize benefits to communities, visitors, and culture; minimize negative impacts and Maximize benefits to the environment and minimize negative impacts*'. To categorize and evaluate practices in the study cases of MJ and KS I use these four main categories, which are in line with Sustainable development goals of UN (2017), and they have been recognized and accepted by several researches worldwide as stated above.

Carrying capacity¹⁸ can be seen as a base for evaluation in sustainability. Carrying capacity is divided to 1) Ecological capacity: based on biological and physical factors 2) Socio-cultural capacity determined by unacceptable impacts on the local community or limitations due to the availability of human resources. 3) Psychological capacity: the amount of crowding that tourists perceive as acceptable without affect on the quality of experience. 4) Infrastructural capacity: such as number of bedrooms or the capacity of transport systems or water supply. 5) Management capacity: the number of tourists that can be realistically managed in an area without bringing economic and administrative problems. Recognizing the carrying capacity with its limitations and development possibilities is one of the keys for successful tourism development process (Staffas & Merikoski 2011.) Already Lohiniva (1998) has emphasized social, cultural and economic aspect to achieve sustainability in tourism, and it's widely understood, that throughout the process from planning to evaluation, participation of all relevant stakeholders and strong political leadership are required as for example UNEP & WTO 2005; Neumeier & Pollerman (2014) and Mustalahti (2017) notice.

Evaluation of sustainability with indicators can be a challenge. According to Torres-Delgado & Saari-nen (2017), using indicators to evaluate sustainability has been a common working strategy for many institutions, (such as Baltic Sea Region) and for Federal use in several countries (such as English

¹⁸ UNEP & WTO (2005) have brought up a concept of *community carrying capacity*, usually referring to 'the number of tourists that a place can accommodate without detriment to the environment or host population nor any reduction in tourists' satisfaction'

Tourism Council, French Institute for the Environment). In local level, however strategic guidelines and political and theoretical proposals of indicators should be replaced by practical applications for the sustainable development of tourism. Sustainability in tourism business can be presented, and in some extend, also measured with Triple Bottom Line (3BL)- model: People, Planet, Profit, an accounting tool by Elkington (2004). For instance, Slaper and Hall (2011) and Amir et al (2015) consider that TBL captures the essence of sustainability by measuring the impact of an organization's activities on the world by including profitability and shareholder values together with social, human and environmental capital in evaluation. By adopting Culture- section from GSTC (2018) to fulfill the 3BL model, I created a fourth petal to FPS (Four petals of Sustainability) frame with cultural aspect, shown in Figure 10. For evaluating sustainability in village level, I used FPS as basis to build a table for comparing study cases and to draw a picture of situation in whole with FpF- frame (see Figures 6, 32 and 33). FpF rather demonstrates the realm than ‘The truth’, since the idea for my study is not to give final answers, but to point the direction for more study needed.

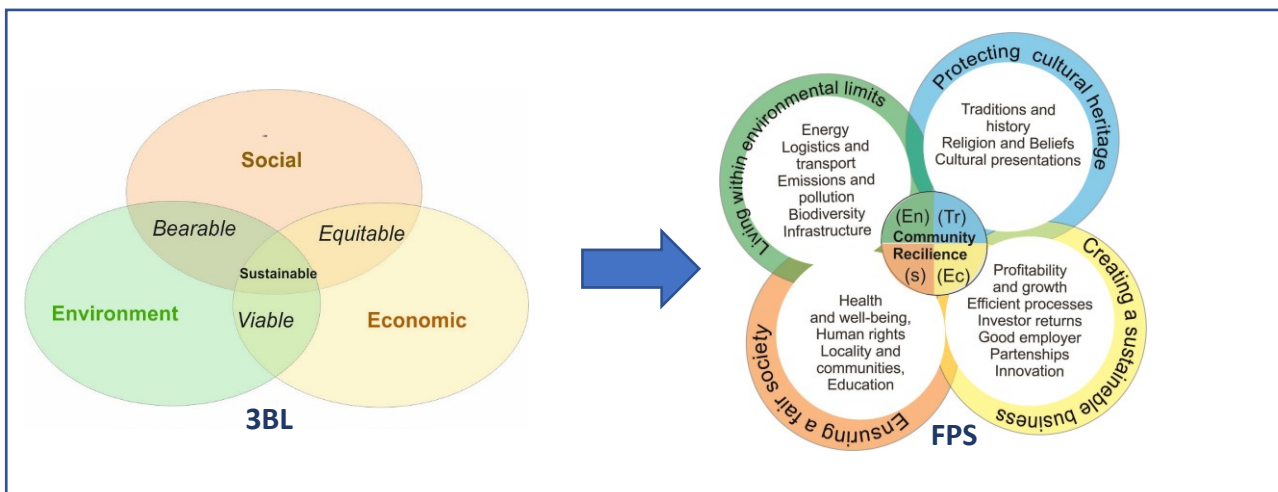


Figure 10. FPS- Frame based on 3BL- model (Elkington 2004). Source: Author

2.5.1. Concepts behind ‘Village tourism’

Concepts and terms related to sustainable tourism vary greatly depending on context and time, and they seem to have a certain lifecycle following economic development and social trends. By the end of 1990’s the leading concept was *sustainable tourism*, and it was mostly related to natural environment and activities in nature. (See Hemmi 1995; Lohiniva 1998; Silvennoinen 1998). Conway (2012) claims the focus in sustainability discourses was until end of 1990’s in nature saving, environmentally friendly activities also in tourism. Between 2000-2010, community networks, community-based tourism activities and participatory planning came into the focus of development (Chok et al 2007; Conway 2012). Later on, more emphasis has been addressed to systematic point of view in research, and also cultural aspects have found their way into tourism research (Pedersen&Dharmiasih 2015; Warta 2012), and also into marketing (Visit Finland 2018). Höckert (2009) definition of rural community-based tourism explains the main agenda to be ‘*reducing income poverty, vulnerability and isolation*

by diversifying, not by replacing the traditional income sources of rural communities, also including cultural aspects', which is supported for instance by literature review of Komppula (2016). Komppula (2016) is also noticing that rural community-based tourism should not be directly copied from outside, but to be a local package including good community leadership, support and participation of local government, sufficient funds for tourism development, strategic planning, coordination and cooperation between business people and local leadership, coordination and cooperation between rural tourism entrepreneurs, information and technical assistance for tourism development and promotion, good convention and community support for tourism, since tourism developments are very situational.

In this thesis, I present four common concepts considering sustainable tourism in village environment: ecotourism, nature tourism, rural tourism and green tourism, from which there are written thousands of research reports to define them, and to give sub-categories for the main concepts. In addition, I add recently introduced western concept of *Cultural tourism* and Balinese THK-concept to highlight the meaning of culture and traditions among the three other groups, and to anticipate future tourism research and practices as a conclusion. The study cases of this thesis come from different cultural, economic, ecological and society backgrounds, therefore the structure of 'Community' as a destination studied is somewhat different in meaning. For this reason, I choose a term of '*Village*' to represent these communities as a place, in which the tourism activities, services and production are carried out by the individual community members, Small- and medium scale enterprises (hereafter SME's), or actor networks, and this thesis talk about rural, community-based or other tourism activity taking place in previously defined word of 'village', to be named as '*Village tourism*'.

Ecotourism has appeared from the critical nature discourse in 1960's together with nature tourism (Lohiniva 1998). The concept definition varies by different scholars, but it has been based on similar underlying principles since the beginning: Minimal environmental impact, respect and minimal impact on host culture, maximum economic benefit to host's grass root level together with maximum recreational satisfaction for visitors (Conway&Cawley 2012). The UNWTO (2005) makes a clear distinction between the concepts of ecotourism and sustainable tourism: the term ecotourism itself refers to a segment of the tourism industry, while the sustainability principles should apply to all types of tourism activities, operations, establishments and projects, including conventional and alternative forms. Definition by TIES (2015) is highlighting "responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education". Education is meant to be inclusive of both staff and guests. The original principles have been defined more precicely by TIES (2015) as:

'Minimizing physical, social, behavioral, and psychological impacts, building environmental and cultural awareness and respect, providing positive experiences for both visitors and hosts'.

Ecotourism also should provide direct financial benefits for conservation, generate financial benefits for both local people and private industry, deliver memorable interpretative experiences to visitors that help raise sensitivity to host countries' political, environmental, and social climates, and achieve all this by designing, constructing and operating with low-impact facilities. These principles also recognize the rights and spiritual beliefs of the Indigenous people in communities and working partnerships to create empowerment.

Nature tourism often is mixed with ecotourism, especially in marketing. Both appeal to tourists with natural elements, adventure and experiences, but there is a clear definition difference, as TIES (2007) claims: 'Only ecotourism can be understood as such a tourism activity, which aims to reduce the impact on nature.' Nature oriented tourism definition for instance by Borg&Condit (1997) comes with several other related categories, such as nature- responsible tourism, environment responsible tourism, Nature -oriented environment- responsible tourism, just to add on top of concepts, like alternative travel, adventure travel, wilderness tourism, green tourism, natural environment tourism, environment friendly tourism and environment saving tourism in the articles of Silvennoinen (1998), and Neumeier&Pollerman (2014). Nature tourism is also presented as a subcategory of sustainable tourism in articles of Borg (1998) and Lohiniva (1998). Lohiniva (1998) considers nature tourism and ecotourism both have been divided from ecological tourism, from the critical nature discourse already in 1960's. Silvennoinen (1998), and Neumeier&Pollerman (2014) present Alternative travelling as a part of nature tourism. Hiking in the National parks of Finland has also been considered as nature tourism (Staffans&Merikoski 2011). Sievänen (1998) brings up the Finnish every man's right as an important representation of social sustainability related to nature tourism. Borg&Condit (1997) define the concept both as nature- oriented tourism, and tourism with adventure. Somewhere in between nature tourism and ecotourism there is a wide range of 'something in between' if thinking of the human impact on nature. For example, environment saving tourism is suggested by Hemmi (1995) and Silvennoinen (1998). All these definitions bring up a common theme: *Adventure, experiences and active life related to natural environment, with respect of natural elements.*

Rural tourism has been defined by Lane (1994) as 'tourism taking place in rural areas which are characterized by low population densities and open spaces, small scale settlements, and land use mainly dominated by farming, forestry and natural areas'. Neumeier&Pollerman (2014) feel it difficult to clearly define rural tourism, because of the multi-faceted physical conditions, and different stages of 'rurality', but as Amir et Al (2015) says: '*Rural tourism can be considered as a potentially good product in promoting the country as well as getting the community involved in the travel industry*', and Blinnikka et al (2014) emphasize the needs of the local community over economic aspect. Today's urban influence and rapid changes in societies affect rural life and possibilities for tourism activities, for instance with expanding infrastructure and networks. By Neumeier&Pollerman (2014), typically farm tourism can be seen in the other end of continuum, cultural tourism on the other, and

wellness tourism in between, when discussing rural tourism as a continuum from deep rural, to urban environment.

Cultural tourism has been defined by Kananen (2007) to include all travelling, which is reasoned with a desire to *witness cultural resources, learn from them, or be part of them*. Such a cultural resource can be for example a place, structural element or event. Depending on the point of view, different elements are considered as ‘culture’. On one hand, culture can refer to arts or other intentionally maintained form of cultural expression, and the other hand, it can be just a way of life with special features like language, habits, traditions, food and building traditions. Nuijanmaa&Matilainen (2012) also relate cultural tourism to local food, traditions and participating in local life, and claim culture to be one of the most important motives for travelling. Local and regional culture are based on continuously reforming and renewing traditional lifestyle. The growth of consumer demand for more sustainable tourism is leaning on cultural authenticity. Culture is rarely static, linking tourism and cultural survival may bring benefits as well as changes and challenges for a community to address. Many believe that investment in cultural heritage is among the most significant, and usually profitable, investments a society or tourism sector can make (UNWTO&UNEP 2012). There is lots of research regarding the relationship between tourism and culture, which confirm culture representing a potential opportunity to create place distinctiveness. On the other hand, tourism represents a way to reinforce and support cultural production. Well maintained cultural environment affects positively to people of the host community by strengthening their cultural identity and social capital and by creating new and innovative businesses and cooperative networks (Brito et al 2011, MMM 2007). The meaning of culture has been noticed only recently in Finnish tourism marketing and development, even though Finland is considered to be an exotic place to visit, and traditional life with cultural expressions are highly valued among tourists (Kananen 2012, Visit Finland 2018). On the other hand, in Bali the culture with strong religious emphasis has been the reason for tourism industry to develop in the first place, starting in 1914 by the Dutch colonialists (Lonely Planet 2012).

In Balinese THK - philosophy, originating to 10th century, the ‘*relationship between human and human, human and nature and human and higher powers*’ must be respected and balanced (UNESCO 2017). This concept is being criticized to be more of an ‘marketing phrase, not original to Balinese, because of its origin only since 1960’s and emphasizing mainly policy discourses (Roth&Sedana 2015). Balinese by themselves identify THK as an umbrella concept, an idea that is epitomizing Balinese life philosophy as a whole. (Interviews BP2017, BG1 2017, BG2 2017; Pedersen&Dharmiasih 2015; Yu 2015). Losing the essence of this life philosophy, means the end of Balinese culture and traditions, therefore these principles of harmony and togetherness should be applied in the development of Bali tourism, including the economic aspects (THK 2018). This tri- relationship is remarkably similar in principles to the concept of sustainable tourism, and up today well visible in everyday life in villages.

Green tourism is according to MTCE (2012, Annex 5) is increasingly used in discussions which encompass the TBL (economy, environments, social) features of 'sustainable tourism. Green tourism has been evident in the tourism literature for over 20 years, with adaptations referring to a movement from rural to 'green' tourism in Europe for instance. Concept also can be associated with 'green consumerism', defined as 'individuals looking to protect themselves and their world through the power of their purchasing decisions'. The ILO definition of 'green tourism' draws from UNEP (2011) guidelines for sustainable tourism, where '*Green tourism has the potential to create new jobs and reduce poverty. ...The greening of tourism, which involves efficiency improvements in energy, water, and waste systems, is expected to reinforce the employment potential of the sector with increased local hiring and sourcing and significant opportunities in tourism oriented toward local culture and the natural environment*'. 'Green' replacing 'sustainable' in policy discourses and strategies can be noticed both in international and domestic level in Indonesian and Finnish context.

2.5.2. Summary of Village Tourism

Village tourism as a concept in this thesis refers to PPT- and LEADER- development criteria inter-linked to GSTC (2018) based on Sustainable Development Goals of UN (2017), and tourism development in village communities of MJ and KS within main themes and strategic goals of sustainable tourism described above:

- a) minimize physical, social, behavioral, and psychological impacts to visitors and host community
- b) build environmental and cultural awareness and respect
- c) provide positive experiences for both visitors and hosts witnessing cultural resources, learning from them, or being part of them
- d) provide Adventure, experiences and active life related to natural environment, with respect of natural elements.
- e) create new jobs and reduce poverty in rural areas characterized by low population densities and open spaces, small scale settlements, and land use mainly dominated by farming, forestry and natural areas'

Village tourism has been defined by Lomalaidun (2012) as common effort of village people, associations and businesses to develop tourism by joining their strengths and capabilities for increased profitable business and well-being. Development takes place in rural environment by combining tourism- and community development, and village tourism can have features from all concepts described above, depending on local settings, people and village value base (ibid).

2.6. Community resilience and Village tourism

Community resilience is a framework for understanding and approaching community. There is a lot of evidence, that developing sustainable village tourism can and will enhance community resilience (see for instance Navarro et al 2017; Ballesteros&Hernández 2017). Lew A. et al (2016) has supportive research results for an assumption, that rural tourism communities which have strength in both sustainability and resilience may be more dynamic and forward looking than those that mostly emphasize sustainability or resilience. They might have less incentives to adopt resilience policies, if sustainability initiatives are successful, because *'All systems have some degree of sustainability and some degree of resilience. The issue is how to best manage and strengthen these to create dynamic and successful communities.'* (Lew A. et al 2016, p. 25).

Rural areas are most vulnerable to economical disturbance and shocks, and this is one of the arguments to promote tourism activities in rural communities (Amir et al 2015). Magis (2010, p.407-408) has presented resilience to raise from system theory and socio- economic research regarding to system changes. In general thinking, resilience emphasizes adaptation to change instead of sustainability's emphasis of conservation and mitigation. (Lew A. et al 2016). It can be understood as ability to bounce back from shock or disturbance, but also it can be understood as greater well-being, ongoing development processes towards more sustainable practices by Amir et al (2015). Mc Lean (2014) defines concept as adaptation- and learning ability, and ability of self- adaptation in facing changes. Both Eisto (2009), and Wilson (2012) highlight the meaning of strong social systems as supporting elements for resilience, Eisto (2009) and Keyim (2016, p. 29-34) underpin the meaning of small communities in participatory planning processes and deliberative governance. Wilson (2012) and Rantanen&Joutsiniemi (2016) highlight the meaning of interlinked social, economic and environmental systems, and bring up the multi-level participatory processes, where the small-scale community is the lowest level.

Evaluating resilience is based on ability to anticipate changes with strong vision, leadership and development of social networks, as well as diverse information exchange between different networks. Participatory, deliberate governance, social justice and bench-marking can also be important parts of resilience (Matarrita-Cascante et al 2017). Resilient communities have according to Wilson (2012) and Eisto (2009) ability to take environmental aspects, economical activities and social justice into consideration also in decision making processes. This can mean using bottom- up administration mechanisms, participatory planning between society and economics, and by understanding human being as one element among other in natural systems. Keyim (2016) has brought up the meaning of governance regimes influencing well- being of the communities. Collaborative governance is seen important to strengthen the legitimacy of decision making, but also considered to be rather stiff and bureaucratic system. A broad- based financing- and governance system easily can diminish the

strength of local development: quick ability for adapt and respond to changes. Previous arguments are also well in line with sustainable village tourism development by Neumeier &Pollerman (2014). Process of adaptability can be considered as one of the actual mechanisms by which community resilience takes effect, allowing the different factors within resilience to crystallize and aid community to recover from stressor-caused change with help of agencies to launch recovery processes. (Matarrita-Cascante 2017). Lew A. et al (2016) have compared the concepts of sustainability and resilience in general, but also tourism indicators between sustainability and resilience, and the main differences in emphasis are related to the core meanings: Sustainability aims to *sustain* something already existing or known as it is, and resilience aims to *avoid losing* the ability of functioning by *transforming* practices within certain acceptable frames. Pursuing ‘conservation’, ‘maintaining’ preserving’ and ‘supporting equity’ in development, are clearly connected to sustainability, and ‘building capacity’, ‘creating new’, ‘improving’ ‘adapting’ and ‘supporting to build social capital’ refer to resilience. However, these seldom are visible separately, but more likely as different combinations within and between FPS (Economy, Ecology, Society and Culture).

In the context of this study, community- and social resilience is referred as the ability of the community to enhance and sustain its preferred way of life with the aid of tourism business. At the scale of a village in a rural tourism system, society could shift from an unstable economy to a stable economy by establishing tourism. As Amir et al (2015) notes, everyone in the community can have a role in long-term viability and development: Natural leadership within the community is encouraged, with professionals taking a consultative role. Family and community members with diverse skills, talents, and ages can contribute in different ways to the resilience of the community. The elderly can bring memories and lessons of coping with past adversity, and the young renew the capacity for play and creativity. In this study, I present community resources, governance and collaboration being as indicator platforms to evaluate resilience in MJ and KS villages with FpF - frame related to adaptive learning (Mc Lean 2014 ;Eisto, 2009), to participatory planning and collaborative governance (Matarrita-Cascante 2017; Keyim 2016; Wilson, 2012), and for systematic development (Mc Lean 2014; Kuhmonen, 2016; Matarrita-Cascante, 2017) , which all are needed in planning sustainable practices for village tourism.

Evaluation plays a crucial role in decision-making, because it’s a learning mechanism and helps tackling changes that may arise during project implementation. Similarly, the planning process plays a key role in the success of a tourist destination. According to several studies, success in tourism planning process is based on research and evaluation, and it is aimed at optimizing tourism’s contribution to human well-being and environmental quality (Staffans&Merikoski 2011, Strauß 2015, Yu 2015). For a long time already, tourism has been recognized to be a multidimensional, multilevel activity including physical, social, economic and cultural resources and networks which are structuring and restructuring the hosting community. It is the activity, that can generate considerable economic, cultural or environmental impact. (Matarrita-Cascante 2017; Yu 2015; Strauß 2015; Wilson 2012;

Staffans&Merikoski 2011; Eisto 2009). For evaluating the impact of actions, must be considered first whether there is sufficient population, and enough people participating from all relevant stakeholder groups. Also, should be evaluated if the action methods and implemented tools in these methods have made real impact on issues targeted. For evaluating village functioning as a system, to be able to point out directions for sustainable practices and development, I use criteria by Matarrita-Cascante (2017); Mc Lean (2014); Magis (2010) with primary characteristics to define factors and desired condition of resilience, as summed up in Table 2.

TABLE 2. Factors and desired conditions for community resilience based on Matarrita-Cascante (2017), McLean (2014) and Magis (2010). Source: Author.

FACTOR	DESIRED CONDITION OF RESILIENCE
Economic development/stability	Robust and diverse state of the local economy, <i>Diverse and innovative economy</i> stresses the importance of a regional economy with its industries and services, supports new opportunities. It acknowledges the need to keep up with the changing demands and interests of consumers, recognizing that change can generate new employment opportunities
Infrastructure/services	Numerous and functioning built physical assets and related services in a community, required to support community needs and actions. Services and facilities such as health care; community centres and youth recreation facilities; transport options; and local arts, music and food markets
Social capital/networks	Strong and meaningful social relations and connections, social processes and activities supporting people and groups in a place
Information/communication/knowledge/skills/ learning	Available information and knowledge and efficient mechanism of communicating and sharing them, individual and group capacity to respond to local needs and issues, including knowledge partnerships, technology and innovation.
Community competence/agency	Existing ability to learn and work together flexibly and creatively towards the overall community good, acknowledges human-environment interdependencies and connections and encompasses interrelated concepts such as social-ecological systems, integrated and holistic management practices
Active agents/leaders	presence of numerous, diverse, and responsible individuals/organizations leading efforts. equality/equal access to resources , existing ability of all community members to gain access to and utilize community resources
Equality/equal access to resources	Existing ability of all community members to gain access to and utilize community resources
Participation/collective action	Existing and broad involvement of community members
Values and beliefs/disposition	existing codes of conduct geared toward the overall community wellbeing
Governance/local institutional arrangements	Robust, responsive, and adaptable governance system/institutional arrangements, Genuine participation including private, public and community sector stakeholders is considered essential for effective problem solving, development of inter- and intra-sector partnerships, cross-scale networks and information sharing. Key factors to evaluate in supporting the development of engaged governance responses include inspired leadership, shared vision, appropriate communication, systems thinking, institutional capacity building and institutional learning

2.7. Village as a Social-Ecological System

According to Hand et al (2018) and Kuhn (2016) several researches show, that social–ecological perspective is required to fully understand key processes and linkages between people and nature. Social–ecological thinking is important for understanding politically sensitive, volatile, or gridlocked situations in which social, cultural, and economic demands and norms may be at odds with ecological understanding and management of ecosystems. As Brondizio et Al (2009) notice, village is a complexed, multilayered, multidimensional system, and science has come to realize that complicated issues cannot be addressed by a single disciplinary approach but instead require integrative, interdisciplinary consideration and collaboration. I chose SES- framework of McGinnis&Ostrom (2014) to be used as a tool in village system comparison for building FpF- and RB- frames, because

'Frameworks provide a metatheoretical language that can be used to compare theories. They attempt to identify the universal elements that any theory relevant to the same kind of phenomena would need to include. The SES framework was designed to identify basic working parts and critical relationships among these elements that are essential to consider when studying SES' (McGinnis&Ostrom. 2014).

In this thesis, analysis is limited to development as a process within a village system, and namely collaboration within the process in that system. For systematic analysis and comparison, I visualize the deconstruction of cases of KS and MJ by using FpF- frame (Figure 11). The key message of this figure is to clarify the idea of interlinks between historical development, today's actions, methods of transferring and transforming capital to build sustainable practices for resilient community in the future. 12 aims of sustainable tourism (UNEP& WTO 2005) in line with 17 goals of UN (2017) form a base of practices in resilient communities. Besides visible features, more power and means for development are beneath the surface, as capability of communication derived from value base (Habermas 1984; Chen 2017; Mustalahti 2017). By deeply understanding the needs and values together with local- based communication and governance mechanisms of the community, this power can be released with carefully planned development interventions to make the community itself more resilient, and to produce even more resilient next generation, as among others Brondizio et al (2009), Wilson (2012), Ostrom (2014) , Kuhmonen (2016), and Matarrita-Cascante (2017) point out.

To reflect Ostrom's (2009) principles of coordination between changes in social and ecological systems, my idea in FpF is very simple in data analysis and detail. But I see principle in both models recognizing the need of system comparison to form a complete picture, and system- based collaboration in development as a key to success. I look at tourism as a multifunctional system including all four petals of sustainability in local, village level. Local level has both internal networks, and it is connected to other levels and other systems by various networks and links as well. The structure of governance is in constant change in all levels, changes are seldom synchronized to happen at the same time, and the impact of these changes hardly is limited within strictly defined sectors. Like in any system development, there are visible and invisible factors forming the total picture of village

development as well. We can see the cultural representations in forms of art, language, religion and habits. Economic performance shows in stock markets and statistical information. Society structures can be drawn into strategy plans, ecological environment can be seen, smelled, heard, and felt by everyone in many ways. All the visible elements are presented in regulations, legislation and norms, that gives society a frame to operate. In the background of the visible and frame, there are beliefs, values, traditions and other invisible factors that change slowly, if at all. When thinking of MLP-model with Landscape, Regime and Niche transforming the visible world, the same can be mirrored also to invisible side, below the surface, as for instance Brondizio et al (2009) also notice

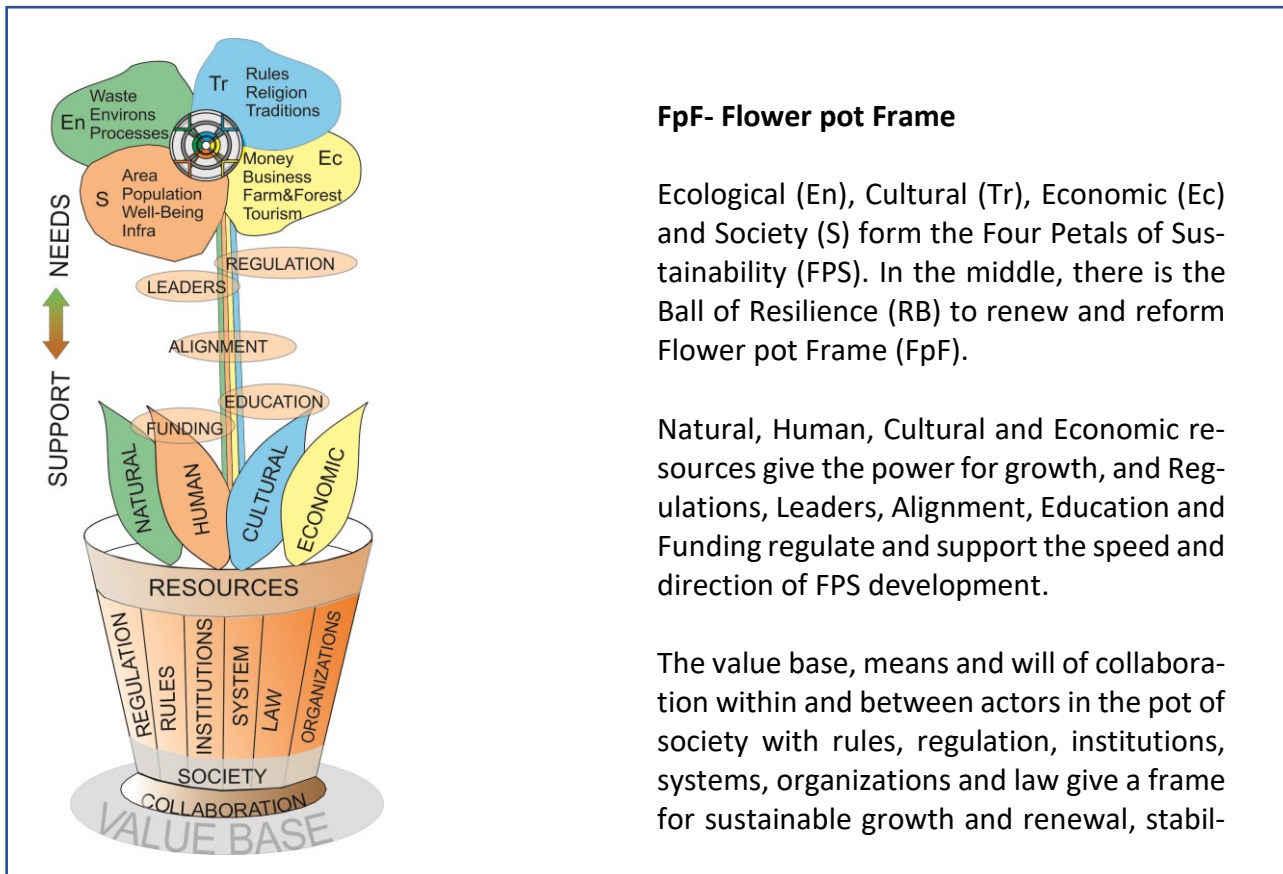


Figure 11. FpF Frame based on MLP by Geels (2002) and SES- framework by McGinnis and Ostrom (2014) illustrating village community as a sustainable system. Source: Author

2.7.1. Changing systems

Kuhmonen (2016) presents MLP- model based on Geels (2002) to visualize the change of regimes and resilience evaluated with systematic approach. MLP together with evaluations about changes in regimes suits well for studying and evaluating complexed interlinks within and between systems. Rantanen& Joutsiniemi (2016) also bring up meaning of spatial orientation as a factor in study of complexed system theory related to areal planning. To achieve visible form of sustainability as society- penetrating system of actions, or sustainable management being able to steer transitions towards more resilient communities, the concept needs continuous evaluation and adjustment considering actors and situations. Eisto (2009) highlights meaning of adaptive learning of actors and organizations

as practical transition steering mechanism, and prerequisite for learning the adaptability and flexibility of systems. In this learning process, the local actors are in crucial role, providing experience and knowledge based on different kind of small – scale experiments and actions. When setting targets for development, it's important to recognize local equality and sustainable use of local resources. Kuhmonen (2016) brings up the possible paradigm change in sustainability discourses among food chains, which is seen in transitions towards multi- functionality and network- oriented business systems instead of sectoral division by functions. The embodiments of this change can be transferred to present and future village tourism as well, as presented in Figure 12. The same institutional systems by Brondizio et al (2009) are in the background of both, because village is a physical place not only for food production and distribution, but also for tourist activities, and marketing. People involved in village development are taking part in several functions, as Lomaliitto (2012) project report also shows.

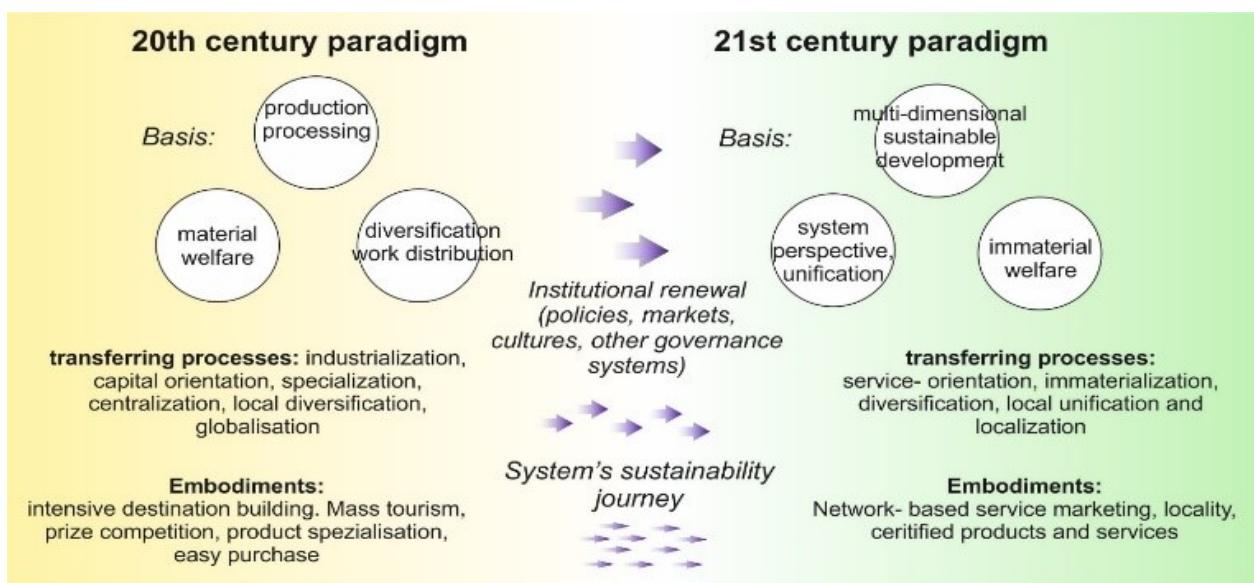


Figure 12. Paradigm change and tourism system journeys. Altered from Kuhmonen (2016, p. 17) based on Geels 2002. Source: Author

The value of local culture for tourism development is raising, and so is the food as part of locality and place identity. (Kananen 2007; Nuijanmaa&Matilainen 2012; Zacher&Peachlaner 2014). In this thesis, a special emphasis is with place identity and meanings of local cultural representations, food being one of them. In village level practices, feelings and action can be forwarded via social memory, guided and regulated also by path dependence to sustain for new generations or to be used as a building blocks for new practices today, as also Eisto (2009) and Wilson (2012) notice. Social memory, as a road of transferring human and social capital (including traditions, habits and knowledge) is presented as a ‘stem’ of FpF- frame (Figure 11) between governance regime and village practices. Present situation and needs of development are considered in RB- frame (Figures 1, 27) from three angles: (P) as active individuals in the village, (A) as actors to enable funding, operational permits

and project planning and (G) as local governance to have knowledge and power to change the regulation.

Lamers et al (2017) give concrete tools for planning transition management processes in tourism, by using Social practice – method and ANT¹⁹ as a combination. Social practices transform villages, they can be understood and defined as routinised ‘doings and sayings’ performed by knowledgeable and capable human actors, also referred to as carriers of the practice, involving and combining three main elements: ‘materials’ (e.g. bodies, things, technologies, and tangible physical entities), ‘competences’ (e.g. skills, know-how, techniques) and ‘meanings’ (e.g. symbolic meanings, ideas and aspirations). Both ANT and practice studies can give in-depth descriptions of tourism practices, making visible the many small steps through which a particular order is (re)produced, or not. A strong argument for ANT and practice studies in tourism is their ability to expose contingencies and deconstruct the usual common-sense categories of analysis, consequently demonstrating the underlying complexities of tourism activities. Focusing the interconnection (and the lack of it) between practices makes it possible to identify the need of interventions, and it helps to unpack the complexity of tourism and to identify innovative and robust ways of governing tourism development or any other village activities towards sustainable, equitable or effective outcomes (Brondizio et al 2009; Lamers et al 2017a, Lamers et al 2017b.) Taking a comparative and historical perspective by looking at specific practices and their changing embeddedness in wider practice-arrangement bundles is crucial for future planning, because practices are continuously shaped by co-existing and previous practices. (Lamers et al 2017).

2.8. Village development

2.8.1. PPT as tools of development

Pro-poor tourism (PPT) is broadly defined as tourism that generates net benefits for the poor, meaning outweigh costs, and taking into account environmental, social, and cultural dimensions. Behind politically charged PPT ideology is the belief that tourism can and should contribute to pro-poor economic growth, that enables the poor to actively participate in and significantly benefit from economic activity’ (PPT INFO, 2004, Chok et al 2007). PPT is guided by underlying principles aiming to mitigate poverty with multi-dimensional approach, as can be noticed in TABLE 3 (ibid).

Tourism and poverty reduction can be linked in all aspects of life. By creating infrastructure, job opportunities and tourism- related new services, also people’s possibilities to get better access to education, health care and new livelihoods increase. Strategies for PPT can be divided into those that generate local benefits, such as economic or other livelihood benefits (for example physical, social

¹⁹ ANT, i.e. actor-network thinking is increasingly evident in tourism research. ANT offers the researcher a practical, fieldwork-based orientation, emphasising detailed description of relationships between actors in practice (Beard et al. 2016).

or cultural improvements), and less tangible benefits of participation and involvement. Each of these can be further disaggregated into specific types of strategies, including increasing of economic benefits, enhancing non- financial livelihood impacts and participation and partnerships. Economic benefits can be achieved by getting new job or business opportunities within tourist services or sales and it also includes possible donations or other collective income sources. Non- financial benefits can be opportunities for education and training, mitigating environmental impacts, competitive use of natural resources, increased infrastructure and services and improvement in social and cultural impacts. Collaboration can be increased for instance by creating a more supportive policy/planning framework that enables participation by the poor, increasing participation of the poor in decision-making by government and the private sector, building pro-poor partnerships with the private sector and increase flow of information and communication between stakeholders to lay the foundation for future dialogue (Chok et al 2007; PPT info 2004; Roe and Urquhart 2001.)

TABLE 3. PPT principles. Source: Chok et al 2007.

Participation	Poor people must participate in tourism decisions if their livelihood priorities are to be reflected in the way tourism is developed
A holistic livelihoods approach	Recognition of the range of livelihood concerns of the poor (economic, social, and environmental; short-term and long-term) A narrow focus on cash or jobs is inadequate
Balanced approach	Diversity of actions needed, from micro to macro level. Linkages are crucial with wider tourism systems. Complementary products and sectors (for example, transport and marketing) need to support pro-poor initiatives.
Wide application	Pro-poor principles apply to any tourism segment, though strategies may vary between them (for example between mass tourism and wildlife tourism)
Distribution	Promoting PPT requires some analysis of the distribution of both benefits and costs – and how to influence it
Flexibility	Blue-print approaches are unlikely to maximise benefits to the poor. The pace or scale of development may need to be adapted; appropriate strategies and positive impacts will take time to develop; situations are widely divergent.
Commercial realism	PPT strategies have to work within the constraints of commercial viability
Cross-disciplinary learning	As much is untested, learning from experience is essential. PPT also needs to draw on lessons from poverty analysis, environmental management, good governance and small enterprise development.

Even though PPT has clear principles and strategies, there are several limitations for this approach, as Chok et al (2007) say: Tourism systems are dynamic, operational realities, being changeable, largely unpredictable, and only minimally explainable by linear cause and effect science. PPT aims to create sustainability, and sustainable development aims to create resilient communities. Therefore complexed, systematic analyzing and considerably long time for development is needed, when planning development interventions. Commercial reality, with related time, effort and money from investors, also must be taken into consideration in planning PPT- interventions: Marketing and demand, product quality, investment in business skills and inclusion of the private sector. There should be also

carefully considered, who are the net beneficiaries, because 'The 'fairly poor' are more likely to gain benefits more than the poorest with less capital, and they end up suffering the negative impacts. Chok et al (2007) claim, that in global scale, there is a lack of convincing empirical evidence to support the claim that tourism benefits the poor. Yet it's widely recognized, that tourism is an expanding industry interlinked with powerful global interests, involving many poor people, either directly or indirectly. And Pro-poor tourism arises from the optimism and opportunism in local communities, which can be considered also as a positive phenomenon. Problems will occur, if powerful stakeholders manipulate opportunities to serve their self-interests over the common good.

In rural villages of Bali non- governmental organizations (hereafter NGO's) were not welcomed as partners for development until Suharto regime seized in 1998. Tourism development strategies were until then addressed Top-Down to serve mainly the Javanese elite families, large-scale projects used to be a threat to Balinese culture and environment (Wardana 2015; Lonely Planet 2012; Warta 2012). This well explains, why still large-scale tourism development by external investors remains a sensitive issue. Nowadays NGO's have important role in Bali tourism development, participating in planning organic production, environmental protection and other such issues (Strauß 2015). Most of the culture- related, local village development is in the hands of traditional village institutions: Subak and DA. Infrastructure (roads, electricity, education and health care) and other major development projects are organized by state administration and funds granted for named infrastructure related projects. Also, international funds are available for national development programs in poverty alleviation. For example, a few years ago there was a 200 million (IDR) program funded by World Bank to change rice cultivation back to organic methods. (Interview BP2017). Also, EU development policy addresses funds via member states national development funds, for poverty alleviation and enhancing security and stability in developing countries (ForminFinland 2018). In most cases these funds are not delivered for village development by any special programs or funding agencies. Some organizations have succeeded in starting cooperation- based development despite of the lack of public funding. In the end of 2015 started Five Pillar Foundation in Jembrana to build sustainable village economy in underdeveloped regencies, aiming to build village resilience in the pressure of mass tourism, with community- based and tourism- related program. Five Pillar Foundations funding is based on cooperation and donations, but it also is building micro-scale business network to bring up self-sufficient working units in village environment (FivePillar2018; Interview BA2, 2018.)

A customary village-level financial institution LPD²⁰ was established to compete with the rapidly expanding banking sector, but integrated into Balinese culture. The owner of the LPD is the customary village (banjar) with village indigenous members only as members in corporate bodies (Seibel 2010). Families can borrow money for their family needs usually with zero interests and repayment is controlled by strong social pressure *krama*, and even more serious spiritual pressure *karma*, which

²⁰ LPD, Lembaga Perkreditan Desa enacted by the central government was founded in 1988 and is regulated by the central bank.

according to Seibel (2010) make this microfinance institution of superior efficiency. LPD's have almost fully replaced the former indigenous savings and credit groups that operated at the *banjar* level. Microfinancing as a human right has become reality in Bali, when LPD has brought financial services within reach of everyone (Seibel 2010). Also in study case village Pancardawa, Pendem there is now LPD to replace previous local financing arrangement, bringing savings and microloan services available for people of MJ as well.

2.8.2. LEADER as tool of development

Development of tourism, as one of the economic development goals in European Union rural areas, started in 1988, when for the first time there was described an option of tourism development by European Commission. Since then, rural tourism has been a complement to agricultural and livestock activities as a means to mitigate rural depopulation, generate additional income in rural households, and diversify the economy together with other ways, as has been noticed in several researches, and for instance described by Ballesteros&Hernández (2017, p.150):

'It creates contact between urban and rural residents and offsets the main problems currently posed by rural areas such as depopulation, population aging, the loss of cultural values and traditions, and heritage deterioration.'

At European level, the European LEADER Association for Rural Development (ELARD) is an international non-profit making association aiming to improve the quality of life in rural areas and to maintain their population through sustainable, integrated local development. LEADER – philosophy method is promoted both at local grassroots and at institutional level. ELARD believes that a sustainable rural development across Europe is best achieved by this methodology grounded on the following eight key features 1) Area-based approach, 2) Bottom-up approach, 3) Local public-private partnerships: Local Action Groups, 4) Innovative approach, 5) Integrated and multi-sectoral approach 6) Networking, 7) Cooperation, 8) De-centralized administration (ELARD, 2017)

There are long traditions with community- based village cooperation in Finnish rural areas (Leader-Suomi 2018; Maaseutu.fi 2018). First LEADER action groups started working in 1997, after Finland joining in EU in 1995. In the end of 1997, 26 nationally funded POMO- action groups replaced original 22 LEADER II- groups, and the working area of these groups covered 2/3 of Finnish territory. Under the rural development program, regional development plans are made for 6 -year periods, current funding period started 2014 in 54 LAGs, within 304 municipalities remaining after restructuring in 2013. LAG- development has been proven to be suitable and well-functioning development method in Finland, highlighting success in bottom-up principal, networking and local partnerships in decision making processes (Steiner 2016). LEADER approach is based on local expertise with 54 LAG's planning suitable development programs for their working area. LEADER funding is composed of three participants: Municipality, Nation state, and EU (Maaseutu.fi 2018). Local development ideas are

formed to applications by village associations, businesses or cooperative teams of entrepreneurs with project plan, budget and follow up- plan. The board of local LAG assess and decide whether funding can be granted or not, and with what percentage of support of public funds. The board of LAG includes 1/ 3 of members from public administration, 1/3 of local businesses and associations, and 1/ 3 of residents of the LAG area. Local LAG or ELY- center is the administrative office to grant the funds, being also responsible of follow-up. Support is paid by ELY- Centre, based on invoices and working reports sent by the beneficiaries. (MMM 2013, Leader-Suomi 2017.)

Social and cultural sustainability are strong dimensions in LAG- programs, and evaluation of program period 2007-2013 gives credit to LAG's as trusted partners in developing interventions. In Strategy (program line 4) level the primary goals for LEADER actions are: 1) to produce benefits for rural areas all areas in Finland (i.e. increasing work- and livelihoods) with strategic and systematic development, which follow bottom- up principle, locally identified needs as baseline. 2) To group and activate new people and action groups for development and to inform about development possibilities. To strengthen rural communities with better living conditions, quality of life and environment. 3) To develop cooperation between civil society and public administration, and to create new forms of cooperation to enhance possibilities for local people in participatory governance. 4) To promote networking between different stakeholders locally, regionally, nationally and globally. Via networks it's possible to distribute new and innovative solutions and skills, that will increase competitiveness of rural actors (MMM 2013.)

For funding term 2014-2020 there is some 8 billion Euros budgeted for rural business, environment, service or infrastructure development. Rural development agency is the funding organization, and support can be applied from LAG's, ELY- centers or cooperative administrations of rural governance. The main themes during term 2014-2020 are climate change control and mitigating, rural innovations and cooperation, natural diversity, promoting sustainable and quality rural food production and animal welfare (Leader-Suomi 2017.) Typically applied initiatives are rather small between total of 20 000-50 000 euros for two years period (MAVI 2018), and projects typically are related to preserving nature or developing activities or cultural life in village communities. In planning and implementing tourism initiatives, it's most important to take into consideration local needs and shared vision to achieve successful outcomes (Sivonen 2000), and there should be considered in sufficient precision also needed infrastructure together with existing and needed social, economic, and ecological capital. Good planning is always related to all corners of sustainability together with local, culture- related vision (Staffans&Merikoski 2011).

2.8.3. Collaborative governance in development processes

In this thesis collaboration has pragmatic approach following Kuhn (2016) and Mustalahti (2017) as responsive, multi-stakeholder involvement in the design and implementation of policies and programs

that may exhibit a variety of forms with regards to the level of power sharing and joint decision-making. Collaborative governance is presented as a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets. When using the term participation, it is not granted that non-state actors are really able to influence decisions and play an active role in the process. Collaboration, in contrast, implies a much more active inclusion of non-state actors that goes beyond the scope of solely observing or commenting on decisions that are made by public agencies, as for instance Kuhn (2016), Bjärstig (2017) and Mustalahti (2017) notice.

In defining collaborative governance I follow Ansell's and Gash's approach (2008, p. 544), providing a comprehensive overview of the literature the following definition of collaborative governance:

'A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensusoriented, and deliberative and that aims to make or implement public policy or manage public programs or assets.'

Collaboration is visible in complexed systems in various ways, in different phases of development processes including terms of cooperation, networking and team work in center role when evaluating intervention impact on village resilience. One of the strengths of both PPT and LAG's developing tools is to get different people- and actor groups to cooperate in local development, in actual work as well as planning the actions. Including people with different age, profession and skills can enhance local communities and their vitality, and broad participation of different stakeholders gives stronger legitimacy for decision making (Rannikko&Määttä 2010.) In collaborative processes the core is in building trust between stakeholders through communication including sharing and commitment, as can be noticed in Figure8 by Ansell&Gash (2008) and already brought up in communicative action theory by Habermas (1984). I agree with Ansell & Gash (2012) about leaders playing a significant role in many ways: Being stewards in managing collaboration and process integrity, mediators in managing conflicts or catalysts in identifying and realizing opportunities in model highlighting that collaborative governance is a complex process relying on different conditions, institutional settings and contextual variables, requiring time, building of trust and generation of a sense of interdependence between the involved stakeholders. However, when successful, it can bring up more inclusive policy outcomes together with new, innovative cooperation (Ibid.)

Planning sustainable local- level tourism within modern, dynamic and global business environment needs long term goals and strong strategies rooted to village traditions. Strategic tourism planning for past two decades already has been used to describe a responsible development planning and governance process to adapt and respond to changes (Borg et al 2002; Staffans&Merikoski 2011). Within the responsible process there must be carried out resource and impact assessment together with marketing analysis and planning. For business, there need to be set goals for actions, and plan activities

to receive the desired outcomes. There also should be evaluation after and in between the development process. Strategies in tourism development often emphasize economic aspects, even though local governance with polyphonic planning and networks is rooted to local resources and community needs. Thus it is more related to social capital and ability for collaborative actions in developing community well-being (Staffans&Merikoski 2011; Borg et Al 2002; Hyyryläinen &Rannikko 2002; Ansell&Gash 2008.)

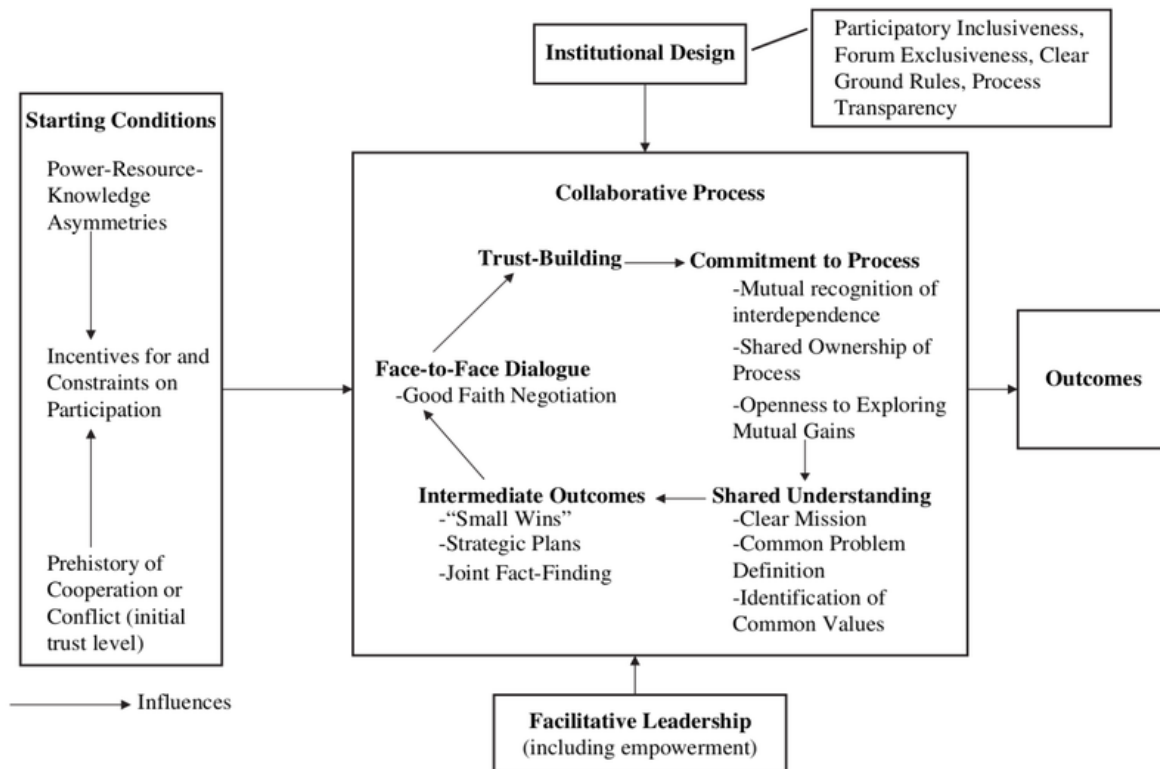


Figure 13. Model of collaborative governance, Source: Ansell&Gash, 2008.

Enhancing social capital strengthens social and community resilience, as described before, and planning of development strategies therefore should be focused in local, collaborative community governance. Changes in society are rapid and unpredictable, but with different levels of networking and cooperation, there can be found methods to utilize appearing new opportunities or mitigate the negative impacts (Hyyryläinen &Rannikko 2002). Tourism being business and functioning within realm of political economy, with LEADER- development in Finland and THK- based PPT- development in Bali both aiming to secure sustainable practices and enhancing community resilience with tourism-related interventions in the villages, makes this multidisciplinary approach highly political means of development. Vulnerable, unpredictable business together with contradictions between saving and exploiting natural resources to build community resilience leave many questions under interpretation. Important aspect in developing village future is to recognize the existing institutions, systems and organizations giving the governance frame for development as a political and institutional landscape.

I agree with Ansell&Gash (2008) that governance including collective decision making with both public and private actors working collectively in distinctive ways and using particular processes to establish laws and rules, can create common good. In villages of Finland the village associations and other activity groups, LAG's in cooperation with members of public governance and businesses form a multidimensional, responsive governance regime. In Bali, the trinity of DA, PHD and Subak form an institutional, powerful regime that is recognized also within public governance. Public governance is supporting the traditional governance, instead of being the one setting up the rules, especially in villages. Tourism as a business-oriented phenomenon can be transformed towards more sustainable practices with collaborative governance, but there must be a consensus including aspects of sustainability in development discourses (Rannikko&Määttä 2010, Keyim 2016). Development can and should be an ongoing process for long term goals, that are evaluated end re-planned to keep the process going on. In this thesis I describe development projects of *Green Village* (GV) and *Blue Saimaa* (BS) as tools for tourism development in rural communities. These projects follow the principles of PPT and LEADER, both emphasizing social aspects as community well-being and prospect. Despite of the nature of development been project-based, both interventions aimed to gain long-term results and continuity.

Makkonen (2002, p.137) describes '*Project to be an one- time action with defined organization and resources aimed to produce a planned outcome within certain time period*'. Both BS and GV followed project- features with a named task, a unique goal and means for developing, certain time period, a start and an end, named actions within certain vision and mission, sufficient resources for planned actions, named organization with a leader and clear responsibilities and authorities. Project GV in MJ aimed to combine all three main strategies of PPT to increase economic benefits, enhance non-financial livelihood impacts, and enhance participation and partnership by following THK- philosophy in village tourism development. The project was carried out with international investor group, which is not a typical way of Balinese village development. In this case study Balinese DA and Subak-institutions as a base for collaborative development in Bali give an interesting comparative means to LAG- based development interventions and other collaborative governance structures considering project- based village development in Finland.

2.8.4. Evaluating initiatives and strategies

Social capital is built through collaboration, and it is therefore difficult to evaluate with statistical details in constantly changing environment. As Falk & Kilpatrick (2000, p.101) present, social capital is formed with interaction. Knowledge and identity with cooperation for common goals for the community or its members strengthens the networks, confidence and identity, creates well-being for the community. It also creates new partnerships and possibilities for further development and innovations. Using active villages as reference and material in case studies, it's possible to more deeply find

out the methods and practices that have made long- term impacts in village social sustainability or participation possibilities (Aakkula et al 2014).

Analysis of this thesis follows up interventions in MJ and KS between 2010-2017. When comparing this analysis model based on common monitoring and evaluation guidance (Aakkula et al, 2014) there is missing the link to form a continuous evaluation, in between current program and renewal of actions in continuing to next program or following new sustainable practices, like is the case in policy cycle when planning policies. In Figure 14, these two are combined to form a continuous evaluation method with checkpoints. This is a simple version of policy cycle evaluation and IAD²¹ framework by Ostrom presented for instance by McGinnis (2011).

Similar features can be noticed in this simple village development frame: A specified need for development actions (by community members or an agent), context for this action to happen (village community) with a biophysical environment, socioeconomic conditions and institutional arrangements, and the action arena (village and its networks). Patterns of interaction (networks and individuals) bring up some outcomes for evaluation, and these can be used again in the existing, or some new context and action arena. Theoretical point of view to the process of initiatives and their evaluation as cycle of development presented in Figure 14, has clear connection to the ideas of Kuhn (2016) based on Ansell & Gash, (2008), and Ostrom, (1990).

Collaborative governance benefits both public and private stakeholders, when working together in consensus-oriented decision making and using various sources of knowledge in forming policies for implementing strategies, because this provides wider access to people and institutions. Cycle -based development as part of modern policy-making benefits in village- or regional level from expertise and implementation support from different type of state and non-state institutions. This is well noticed to be true in complicated subjects, such as village tourism is. During development interventions, many good ideas are born, which may not be suitable for the goals of the current project or action arena, but this information could be used for another projects or arenas as well. In figure 14 the 'leftovers' are recycled back for another possible use, as background information for reforming development strategy

²¹ *'The IAD framework is a general language for analyzing and testing hypotheses about behavior in diverse situations at multiple levels of analysis and concerns analyses of how rules, physical and material conditions, and attributes of community affect the structure of action arenas, the incentives that individuals face, and the resulting outcomes. A systematic exposition of this meta-language is provided.'* (Ostrom, no year)

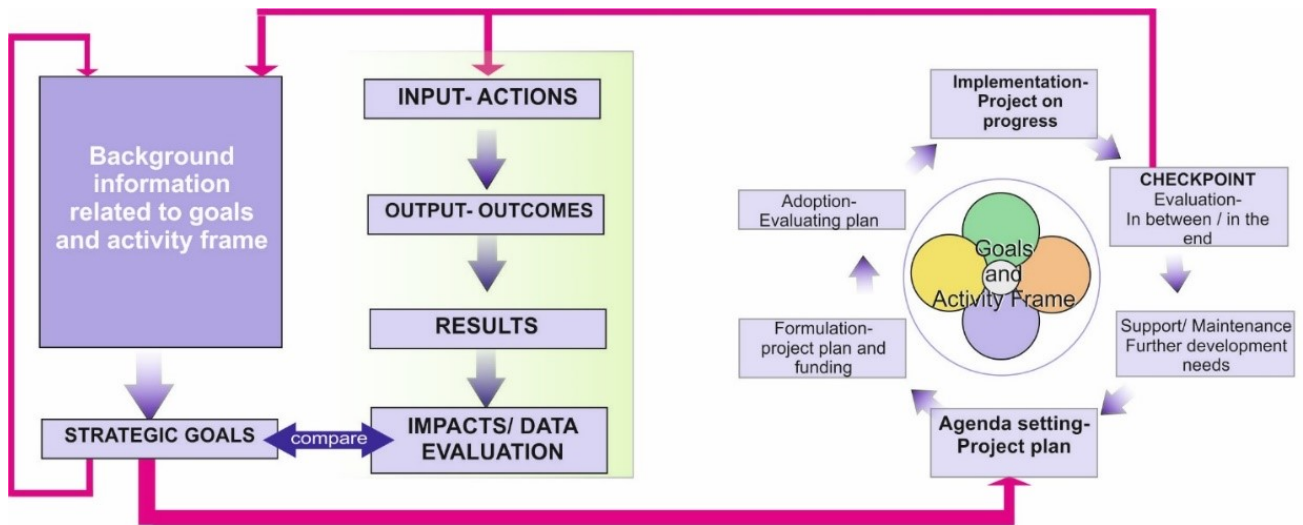


Figure 14. Forming and restructuring development strategies based on Egu (2016), modified by Author. Source: Author.

3. METHODOLOGY

This qualitative case study is exploring the phenomenon of village tourism in selected cases in Finland and Indonesia, trying to find sustainable village tourism practices and strategies by using benchmarking cases of *Green Village (GV)* and *Blue Saimaa (BS)*. Research method in this study is not directly comparative or contrasting, but rather benchmarking, following the guidelines of Grounded theory methodology by Glaser & Strauss (1967) and theory-oriented approach in abductive analysis (Tuomi&Sarajärvi 2002, 99). To avoid one-sided point of view, and to bring the village voice on top I use mixed methods and triangulation described by Eskola&Suoranta (2000, 69-70) in data collection and analysis. I base my abductive analysis to village’s experiences of what these interventions and village society as base for such activities have meant to the communities, to be able to discuss about tourism development possibilities in the future within each community’s resource pool and governance frame compared to SES- based theoretical RB- and FpF- frames presented in chapters 2 and 4.

By Seawright and Gerring (2008), chosen cases should represent a population that is often much larger than the case itself, to reflect on a broader population of cases. Chosen cases must also achieve variation on relevant dimensions, and background cases often play a key role in case study analysis. This means, that the distinction between the case and the population that surrounds it is never clear in small-N case study. Selection of the cases can be purely pragmatic with reasoning of time and money, or there can be used methodological arguments as case study types: extreme, deviant, crucial, most similar, and so forth; however, these commonly invoked terms are poorly understood and often misapplied. In this case study, project plan of GV was to build accommodation business in MJ with an idea to promote cultural tourism in a typical, rural village in Bali by including participatory experiences in traditional village life and culture. BS project aimed to build cooperation and networks

between sparsely situated rural tourism businesses in West Saimaa area to enhance especially human resources and business skills in tourism, and KS represents a typical rural village in the Eastern Finland.

The study is cross-comparing and benchmarking cases, which are typical in their own society context, and representing features of both most similar- and most different in cross comparison. By cross-comparing development cases in most different cultural-, ecological- and economical context, my interest was to reveal similarities in sustainable practices and collaboration in village scale system, to evaluate meaning of collaborative governance in building social resilience in village systems, and to point the direction for further development or study required.

In the empirical part, I follow the research path of Flores et al (2016) by 1) collecting background data from project corresponding and reports between locals, administration and investors. 2) Fill the research gap with key person interviews and participatory meeting. 3) Do the evaluation by cross-examining plans, results and interview results. I look at the roles of different stakeholders in development processes and define meaning of collaboration in village -scale system development associated with rural tourism in Balinese traditional village, as well as in Finnish declining countryside. In benchmarking cases with mixed methods, I use deductive analysis including first empirical, inductive data collection and coding, followed by deductive, theory -oriented analysis. This study is qualitative in nature but uses also quantitative data for verifying results of semi- structured theme interviews in the empirical part.

I considered ethical issues firstly by keeping all information anonymous, and secondly by paying special attention in building trust between participants and myself as an objective researcher to avoid biased attitudes. I have long experience working with people in MJ and KS, and therefore have ability to deeply understand and empathize people's way of thinking in both villages. In addition, I aimed to build an equal setting for case benchmarking by studying villages as systems, not depending on their status as 'developing' or 'developed' nation as often presented in western discourses. According to UEF- policy, also written research permit mentioned by Hirsjärvi ym. (2004, 26-27) with detailed description of research purposes for voluntary participating was signed in both cases.

3.1. Material and data

This case study is including material from 2004-2017 collected from various sources related to village development in MJ and KS. I chose semi-structured interview, which has a sequence of themes to be covered and suggested questions (Kvale 1996, 124). Collecting empirical data followed the process of Kvale (1996):

‘To choose who will be interviewed (groups) and how many (time!!), To choose method: open/semi-structured/structured, To formulate questions, To test- practise interview and test analyzing methods, To make necessary corrections, To write (type) answers from recorder to computer, To code and sort answers’.

The primary data consists of 11 semi-structured key person theme interviews to active village member as People (P), member of funding organization or administration as Actor (A) and a member of local governance in form of membership in village governing structure as Local Governance (G), complemented with participatory action method in form of group interview with village people both in MJ and in KS. Empirical study took place between June -July 2017 in Finland and in September 2017 in Bali. Additionally, secondary data consist of project plans and reports of GV and BS written in 2009-2010, project reports and synthesis of discussions with funding organization and information given by people with survey results and meetings written in 2014. The list of Project documents (2017) shortly describes all used material of both cases with reasoning and source. Group interview was added to verify or challenge the results of key person interviews, and to give an equal opportunity for MJ and KS expressing the ‘village voice’ without complicated questionnaire or questions for the people in villages.

To describe KS transition from being a village in Suomenniemi municipality and participating in LEADER- development of West Saimaa area, to a distant suburb of Mikkeli town participating in Veej’jakaja-LAG funding, I took into consideration as a background material also an intervention named *Suomenniemi Eläköön* (SE) in years 2004-2006, by using a preliminary study report. During the project, I analyzed all the Suomenniemi villages, and helped to form village associations together with the village people. Kaurinsalmen kylät- village association was formed in January 2005 (Kauriansalmi 2017). I worked as a project leader both in GV and BS projects simultaneously from 2010 to 2014, and at that time was amazed about the similarity of people’s respond to methods used in the initiatives despite of differences of GV and BS projects. By comparing the outcomes of interventions GV and BS in this study within MJ and KS village communities, I hope to highlight similarities between village systems in path dependency, communication and collaboration despite of obvious differences in culture and society, ecology and economy.

3.1.1. Empirical data- Interviews

It was essential to incorporate interviews into my fieldwork, as the purpose was to learn how people had experienced the changes during, but also after the projects, and what are their expectations for the future. The empirical data was collected with purposeful sampling, with the purpose of the research in mind rather than randomly, and this study follows Steinar Kvale’s (1996) seven steps of research; theming, designing, interviewing, transcribing, analyzing, verifying and reporting. Interviewing was chosen as main source of empirical data to fill the research gap, and to collect comparative information about research subject in different case settings for theory- oriented analysis. In

addition, Balinese plural legal and governance frame was impossible to understand by reading and comparing literature, interviews gave the needed additional information to form a picture of village governance and administrative frame as a system. Interviews were supported in MJ with a participatory observation method described in (Hirsjärvi ym. 2004, 201-203) and the field notes were applied to understand and explain better for instance the context of the interview answers, and community characteristics. In addition, group interviews were used in both villages to confirm, or challenge the interview results.

In building interviews, I first did data mining with project reports and survey material of years 2010-2014 to collect main themes and opinions to use as references in questions. The questions were semi-structured to give an idea for the interviewee about the subject in each question, but also to give opportunity to answer openly. (Hirsjärvi & Hurme 2001, 47-48, 66; Eskola&Suoranta 2000, 86-87). This was important, because of an obvious cultural and knowledge base difference between highly educated Finnish participants and Balinese villagers, but also when have not only one, but four languages in use (Finnish, English, Indonesian and Balinese) during the empirical study. The main themes of interviews aimed to ask how the village life has changed, what are the drivers for this change, what is expected to happen in the future, how the village can respond to changes, and what is the meaning of leadership and collaboration for the village in facing the future changes. The set of questions in English is in APPENDIX 1.

The questions were divided in four parts. First part was to ask about terminology related to sustainable tourism and developing rural tourism, village traditional livelihoods and leadership. This section also was a 'warm-up' to explain and discuss about rural development in overall for building a bridge and trust, a mutual understanding about subjects on the table to have purposeful communication. Terminology needed to be explained to avoid different understandings about the core idea of the question. With thematic structure it is possible to get more information about unexpected matters, which are important for the interviewees. A very strict structure would rule out these 'village voices' that are important for analyzing village as a multidimensional system (Hirsjärvi&Hurme 2001). In evaluating the case interventions (GV, BS) some of the questions were more structural with choice between options or valued with scale 1-5, to be used as numeric reference in benchmarking cases and opinions between (P), (A) and (G). First theme and set of questions was about society and governance: How the village functions, what is the regulatory frame and how this frame is considered to serve villagers needs. The next theme asked about current and future possibilities of village economy and particularly food production and tourism as part of multifunctional, rural economy. Third main theme was environmental issues, to find out the attitudes and concerns about environmental issues often related to tourism. The fourth set of questions (evaluation) was only asked from those who had participated in the activities of GV and BS. Development ideas were also asked from administrative persons, and those who had experience participating other development projects. Village SWOT –

base was already available in Kauriansalmi (Project documents 2017), and it was built with similar frame based on interviews in MJ

I tested interview with one outsider in Finland to evaluate the relevance of the questions, and the time needed for each interview. Minor changes were made to clarify the purpose of some questions. Analyzing methods were tested only after collecting all the data, and analyzing frame was built along the data collection and sorting. Some new categories and themes came up during the research process, and I kept options open for the new data to be adopted until all the information was collected, and data was saturated. In both cases, additional material was offered by interviewees to fill any information gaps. One additional actor (Interview BA2, 2017) was added with snowball method in Bali representing organizational development activities.

By knowledge mining from interview data, I collected highlighted topics from interviews, created some 35 claims and invited village people for a participatory meeting to collect additional data about their opinion by using group interview- method²². The same method was used both in MJ and KS to get equal 'village voice' from both cases. People's reactions to the claims were compared against interview- and project report data to form stronger strategical base for village development and reveal possible differences in goals between (P), (A) and (G).

3.1.2. Data analysis

Qualitative content analysis of this thesis includes analyzing background literature and key person interviews together with participatory methods. Data was organized and analyzed by utilizing qualitative content analysis and categorization (Strauss & Corbin 1996, 114) with units based on 'Areas of government influencing the sustainability of tourism' by UNEP&WTO (2005, p. 63). Quantitative data was used to cross- examine the results in questions related to evaluating interventions, and in comparing opinions of participatory meeting to interview results. Coding the data from literature, and answers of interviews follow the principles of grounded theory data analysis with 1) open coding, 2) axial coding and 3) selective coding by Strauss & Corbin (1996, 119-161) Data was sorted first in themes with open coding, sorted in categories following themes of sustainable tourism in UNEP&WTO (2005, p. 63), and finally in simple codes to form strategy base categories. Categories were fixed and filled with new information from group interviews, and when no more new data was found, the axial coding was carried out to form strategy categories for FpF-frame.

²² Group interview was organized by using color codes representing 1-5 scale against presented claims based on interview results. . The scale was '5= totally agree', '4= agree', '3= not agree or disagree', '2= disagree', '1= strongly disagree'

4. RESULTS

In following, the first chapter is more detailed description of study process including material collection and building communicative bridge in MJ and KS. Next chapters describe first findings and bring together FpF frame, then build basis for comparative strategical discussion, and the final chapter brings to front base for collaboration within development discussion in forms of development timeline from present to past, and scaling from village to world to build database for future-past discussion.

4.1. Understanding concepts

In interviews, I had an introduction part to ask and clarify some terms related to study concepts, before starting more detailed questions. I assumed, that in KS most of the concepts and terms would be familiar to the interviewees, because they are also common topics in media and policy discourses in Finland. Also, I assumed that most of these concepts are not familiar in MJ simply because of cultural differences, and I had not heard them in any conversation during past 8 years I have been a regular visitor in MJ. People were asked to describe openly, what each term would *mean* to them, not test 'right' of 'wrong' answers. If interviewee had no idea of the meaning of the term, I shortly explained the core idea according to literature. When understanding the concept, it was easy to have some opinion about it. In following, a short description of findings with a summary in the end of chapter.

Development discussion was outlined with talking about Sustainable development and sustainable tourism, bioeconomy, circular economy, resilience and rural development. *Sustainable development* was unfamiliar to Balinese, but after I explained the meaning by literature, they connected the word 'sustainable' to traditional village life and THK- philosophy. In KS, all related concept to nature-friendly activities, emphasis varied between protecting nature and limiting resource use, with using renewable resources and recycling. Some also related term to social and economic sustainability. Bioeconomy was unknown to MJ. When explained, it was considered 'not relevant' for village, government has different plans for development. In KS this was mostly understood to be part of renewable energy development, and ecological economy. Circular economy and recycling in KS were in some cases mixed or seen somehow as synonymous terms. Resource efficiency, recycling and re-using were mentioned in Finnish context. In MJ term was unknown but when explained, problem with plastic recycle and re-use came up. Term *resilience* was unfamiliar to all interviewees, except of additional (A) in MJ, who had PhD- level education. *Rural development* in Finland was considered an abstract expression, for one side to support traditional livelihoods, but mostly related to supporting the rural environmental- and community development as co-existing phenomena. The future prospect was seen both in centralized farming, and service development for quality- demanding tourists, but bureaucracy was seen to limit and threat to development. In MJ, development was mostly related to governmental projects, namely building infrastructure, or bringing health care services available also

to village people, especially for children. Term also brought up the differences between town and village life together with fear of consumerism increasing in villages

Tourism related to development raised positive feelings among interviewees. In KS, *ecotourism* was mostly related to sustainable development and sustainable tourism, with nature- friendly emphasis, but not clear ideology was seen: Nature and ecological aspects were mentioned, as well as travelling ecologically, but also economically. Ecotourism was on one side seen as an artificial term related to '*digging rotten wood in forests*', and on the other as ecological travelling also in highly urban environment. There was mentioned benefitting the host community by using local services for instance. In MJ, ecotourism was clearly identified as agritourism, something related to traditional farming activities, and future potential to develop ecological farming. *Sustainable tourism* as a sub concept to sustainable development was considered an important concept also globally, tourism was not seen to bring negative impact on environment in KS. *Sustainable-* related tourism was connected to THK-philosophy and village traditions in MJ, where also *Nature tourism* was something related to virgin forest and nature, '*not a pretending tourist attraction*'. The difference between *ecotourism* to *nature tourism* in KS was related to economical aspect: most related nature tourism to hiking, fishing and hunting or other activities directly connected to nature, but ecotourism and sustainable tourism could take place also in urban areas. Nature was not related only to rural environment, also seaside, parks and such were considered suitable environments for nature tourism. *Rural tourism* was in KS clearly seen to happen in rural environment with different activities, mainly related to farming. In MJ, there was a distinction between town and rural area considering lifestyle, but they were seen to be connected: '*being already in countryside where tradition still is running, but not far from town*'

For both MJ and KS rural area in general, and village as defined place were important for people's well- being today, and in the future. Definition for *village* was quite similar in both places. In KS, the village was identified today to be KS *village association* formed from historical villages within previous school district area, a *mental community* with similar ideology or interests, or a *condensed inhabitanace* in rural environment with less people than in town. Suomenniemi in general considered to be a village. In MJ, village was as an overall expression to Tempek, Banjar or DA area, understood as a *community* with similar ideology or interest, only scaling up from 50-100 people (Tempek) to 1300 people (DA). Discussion about rural environment, village as a place and the livelihood opportunities in such area brought up interesting opinions. The definition of *rural area* divided opinions to two categories in KS: Half considered most of Finland as rural area, the other half considered environment outside town areas to be rural, and there should be also some traditional farming or forestry activities or at least related infrastructure visible. In MJ, there is a clear difference between town and rural village: In town, life is more money-oriented and scheduled, in villages traditional life plays a crucial role in life, there is a 'must' to attend in ceremonies and preparation work together.

Structural change of the rural environment was in KS mostly related to people getting older and moving from countryside to cities. Interviewees also noticed the impact of structural change to rural landscape and livelihoods. All brought up as a fact, that it's not possible to live in the countryside with traditional livelihoods (such as farming), because they are not profitable anymore. In MJ, it's expected that more young people move to cities for study and work, the influence of internet and television raises worry and fear. So far traditional DA regulation is keeping traditions alive. *Multi-functional rural area* in KS was seen as a positive, negative or a self-evident term related to living opportunities of the rural areas. People 'must' try to look for other job opportunities instead of just relying on farming income, but also there is an idea of possibilities to develop a lively community with diverse activities and livelihoods. For service sector, short season for tourism was considered a restrictive factor, but all interviewees saw tourism as a potentiality to keep villages alive in the future. In MJ, multifunctionality had a clear definition: '*Countryside can be as an object, and also the motor of economy, because we have plantation already* (Interview BP 2017).'

Raising trends 'Slow food', and 'Slow life' were brought up to see if there is any potential for future tourism development within these themes. *Local Food* and being 'local' in food production had among KS interviewees quite a wide range, starting from the 'village around' up to 'produced within Finnish borders'. All agreed, the closer the better, and the availability for local food for diverse cooking should be in between 30-50 km radius. Small-scale production was also mentioned to be related in locality. *Slow food* considered a countermovement to fast food. All related slow food to enjoying, eating slowly, and traditional way of preparing food slowly and with local, self-grown or self-gathered ingredients. In MJ, local food was defined as food from the family garden or forest and small village shops, or local fisherman bringing fresh fish to village. Slow Food for Balinese was clearly understood to be related preparing ceremonial food and decorations together, eating together.

Centralization policy was among KS interviewees on one side seen as countermovement to decentralization, justified by economic benefits, and mostly related to people moving to bigger, rapidly growing urban areas, such as capital area. Centralization raised worry among people living in small towns or municipal centers, when development efforts are steered for already developing cities, or at the best to municipal centers. Less and less prospect is given for those trying to survive in rural villages. In MJ, an immigrant issue came up with decentralization-term. Government has a settlement plan to reduce population from the densest areas. Families moving from Java and Bali to less populated islands are given one hectare of land for cultivation, to start a new life for example in Sumatra or Papua island. Balinese were mentioned to first follow every new order despite of the fact that there are more society problems due to dense population in Java.

Transition management as a term brought out several opinions in KS: Firstly, term was related to business management as a method to organize transformation in a situation by asking opinions and collecting data to make best decisions for the future. On the other hand, term was considered as

triviality, no big expectations should be placed for such a manager. In city organization, it was connected to strategy formulation and budgeting between administrative sectors. And in development efforts, transition management would be needed for anticipating changes in the future. A concern about losing the cultural identity and religious traditions came up in MJ, related to government's plan to promote national law over traditional Desa Adat law. For this reason, there is an effort going on in Jakarta parliament to request a special or autonomous position to secure Hindu traditions: '*Jakarta government try all law must change*' '*...just try to protect the Balinese people with special Hindu religion from the Muslim arrogance*' (Interview BP2017). MJ also related network management and leadership to traditional life: Subak, DA and PHD protect religious traditions together, working as networks with strong leaders, a '*wise man to be followed*' either in religious community or DA community. *Network manager/network leader* in KS was related to connecting people and skills. In big organizations, it could be a team to build up networks between private sector, civil society and businesses. In villages, it could be a chief of village, or someone (or a team) to collect all ideas from all the people, for planning activities or development. Also, informative role was important as network leader would collect information about development needs to make suggestions for concrete actions.

4.1.1. Summary of concept discussions

Village among KS has more abstract definition, due to abolishment of traditional physical village environments and livelihoods in rural areas. The connection, feeling of belonging still seems important to people because new, mental communities have been formed to continue previous place-people related connections. In MJ, village is strictly related to traditional, religion- related activities among village members together with certain physical sites. In rural areas traditions have stayed strong, but there is a concern of future development, youth moving more to the cities and getting alienated from their roots in villages. Term '*local*' ranged in KS between home village and area within national borders. In MJ, local was clearly considered to be within Banjar area. A root word *rural* was clearly in both related to farming, cultivating crops and keeping cows or other farm animals. Term '*eco*' was also related in MJ to traditional, organic farming, rural areas were considered important as tourism objects, but also as places for production. In KS, '*eco*'- term had more commercial sound, emphasizing ecologically friendly attitude, not nature itself. Nature was important for both MJ and KS to protect as it is, and *nature tourism* was described to have some nature- related activities in clean, virgin, or wild nature. In both cases nature- oriented, village tourism was considered a supportive factor for village future.

Governance- related terms *Transition management*, *Network leadership*, *Centralization policy* and *Structural change* were explained with surprisingly similar emphasis. Transition and change in both were something to be concerned about: Outmigration from rural villages, young generation moving to cities together with loss of traditional forms of life were brought up. Networking was related to continuing traditions with cooperation, learning and collaborative planning of actions. One specific

observation came up with (P) in MJ bringing up government development strategy to donate people land property if moving to sparsely inhabited areas, and there is a concern about Balinese cultural future due to outmigration of Balinese families to other parts of Indonesia together with tendency of youth seeking work in towns. The problem of aging farmers has been already realized also in villages of Jembrana.

4.2. Interview processes

There were 11 people in total interviewed, first five in KS during June-July 2017 with 1 x (P), 3 x (A), 1x (G). Actors had different focuses, one representing local entrepreneurs, one LEADER projects in KS, and one LAG organization. I met interviewees at their home or office, all interviews were recorded, and each interview took about 2-2,5 hours. One interview for (A) of MJ representing investor was in July 2017 at my place in Finland. Other interviews of MJ took place in August-September 2017 during my study training period in the village of MJ, with 1 x (P), 2x (A) and 2x (G). I met all intended interviewees at my office, and time varied between 1 to 4 hours, depending on how much additional, basic information about village life and governance was discussed. The added (A) I interviewed in Negara town, in interviewee's office. Balinese interviewees representing (A) and (G) had only one hour of time for interview, but I was given an opportunity to invite the same interviewees again, if any gap would be left in my knowledge. This however was not necessary. Interviews for (G) and one of the (A) were in Indonesian and answers translated to English. One of (A) and (P) were interviewed in English, one (A) in Finnish. All interviews were recorded, and I met interpreter again when typing, to re-check the content of translations between English and Indonesian. Finnish and English interviews were typed word by word, translated interviews were typed word by word according to translation.

4.3. Group interview processes

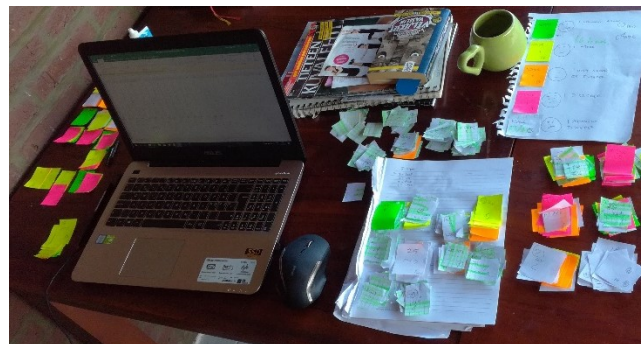
Group interview in KS was done at the village meeting point, and at my office in MJ. Both groups were motivated to participate by offering a snack as 'a prize for participating', upon invitation. Email-invitation in KS was sent by secretary of village association, and in MJ (Tempek 4 and 5) delivered by a personal visit of a community member in every house of the village. It was highlighted in both cases that all people interested developing their village, are welcome. There were 11 participants in KS. Ages varied from around 30 up to nearly 80, most of participants were permanent inhabitants, some identified themselves as 'summer residents'. In MJ, it was highlighted upon invitation that all members of the family, regardless of gender or age are, welcome to represent the village for this research. There were 16 participants, ages varied between 18-83 including 9 women and 7 men. Two of the people were spouses of the same family, all other represented different families.

I used simple color scale to express ‘village voices’ against claims based on interview results to get as equal opinion as possible for cross-cultural comparison. It was highlighted in both cases, that all the opinions are analyzed anonymously. In Balinese harmony- seeking culture it would have been difficult to raise strong feelings without a reminder, so people were told that ‘It’s ok to have a strong opinion for the research purpose’. All claims were formed to easily understandable sentences (APPENDIX 2) and read to people with their native language both in KS and MJ. In Bali, I had interpreter helping to translate claims also to Balinese for the elder participants, if they did not speak Indonesian. There was an obvious difference in people’s ability to understand abstract terminology between MJ and KS, because most of the participants in MJ only had a basic education, if not even that, and most of the participants in KS had at least professional education. For this reason, some statements were presented in MJ several times with different words. Also, some statements were very obvious matters, just to confirm people really were paying attention to what was asked and understood the use of scale correctly. Such as *‘Village future will be better, if government give more money to build village economy’* I expected rather positive (4-5) result. By combining the results of similar claims, it was more certain to have correct data for analysis.

People were asked to choose a right color of a slip for their opinion, to write question number and a recognizable but anonymous mark to represent them, for me to separate persons when coding the results. In Finland, people wrote an alphabet for their mark, In Bali they wrote their first name or just an X or similar mark (all participants could not read or write). In the end, there was no doubt about working method, test claims were answered as assumed, and only some 10 slips had to be rejected due to uncertain mark of the person it belonged. People in KS were asked to reason the claims with rating ‘strongly disagree’ to have clear picture about the factors behind the opinions. All slips were correctly marked in KS. In both cases this method raised positive feelings, situation was easy- going and relaxed. Afterwards I got positive feedback from both teams, method was considered ‘interesting’ and ‘fun’. Discussion afterwards about people’s critical opinions (scaled with ‘1= totally disagree’) gave me another explaining and confirming qualitative material. In the analysis, the notes were sorted by participants, and values 1-5 written first in excel, and then analyzed with SPSS to form median value for each claim. In pictures 1 a situation of group meeting in MJ, and in picture 2 can be seen the results in coding phase.



Picture 1. Group interview in MJ



Picture 2. Coding the slips of MJ Group interview

4.4. Analyzing processes

By following Tuomi&Sarajärvi (2009) steps in the analysis, I used first inductive method in forming themes from interview material. In inductive method, material is first reduced, next clustered, and finally abstracted. Background literature (Project documents 2017) was sorted by colouring sentences within four main themes (ecology, economy, culture and society) and notes for coding were written in margins. Interviews were divided under sectors of People (P), Actor (A) and Local Governance (G) to form the background frame, and then divided in four main themes by sentence after cleaning away filling words. In case there was several themes appearing in one sentence, it was placed under all those themes. To collect all needed factors for evaluating village development strategies, I decided to analyze all four themes with 2- phase inductive method following grounded theory analyzing methods (Strauss & Corbin 1996,13, 270-272).

First, I collected and sorted all the words answering ‘*what*’ in each sentence as expressions related to the main theme to form the first set of open codes, and then by combining numeric result with interviewee’s expressions formed upper classes. I kept counting all the words until the end of coding process, using numeric value to point differences in value- base- or mindset focus of village needs for future strategical planning. At this point, I still worked with two languages (English and Finnish) to get all data collected as precisely as possible, because one of the MJ interviews was also done in Finnish. By linking ‘*what*’ in words answering ‘*how*’ and ‘*why*’ together with text sentence I got a picture in whole with less biased interpretation about development needs. Formed 1st classes under each theme were next translated into English. In practice, all text was arranged first in separate files according to themes, under (P), (A) and (G) and words were collected to theme- tables. In the next phase I collected the words within meaningful groups related to UNEP&WTO (2005) categories forming the base for strategical goals and formed upper class with coded themes for further use to avoid space – and time- consuming writing, when benchmarking FpF- models of MJ and KS in the discussion- chapter. Finally, I formed 3-4 main classes under each theme following system approach of RB (Figure 1) to form the FpF- frame. In the end, strategical goals were compared and clustered to form a strategical core with interlinked tourism development categories.

To see the strategical changes between 2010-2017 and the direction into the future, the main goals and challenges for development as ‘*why*’ were next collected, and formed strategical categories as ‘*how*’. In the end, I simplified the categories within themes, to form three main groups under environs and culture themes, and four main groups under society-and economy- themes. In addition, there came up categories related to *needs* and *support* as management tools, including collaboration, education, leadership and administration. Controlling regime was also divided in main groups of *Rules in use* including legislation, local regulations and rules and instruction, *institutions* including local and international institutions, administration including administrative levels, *system* as society structure and village as legitimate part of it, and *population* as a ‘fuel’ of society growth

In Figure 15, example of classifying process and reading instruction for numeric results of each theme divided in ‘people’ (P), ‘actor’ (A) and ‘local governance’ (G), including ‘1st Class’, simplified ‘Upper class’ and ‘Main class’, together with code for each class. Finnish word groups were translated into English when 1st class was formed. Numeric data for benchmarking was summed up after forming 2nd class. There were total of 4 themes (Ecology, Culture, Economy and Society) later named as Environs, Traditions, Economy and Society with 20 main class, 96 upper class and uncounted amount of 1st class with two languages, as similar expressions as possible. Codes follow main class names, like R1 is marking Landscape. In following presented results by themes. In the example, total count of 1st class is presented as ‘overall- commented topics’, and MJ and KS are together in table also displaying the needs of development related to each code. Columns of P, A and G are people, Actors and Governance.

Theme	Main class	upper class	P	A	G	1.Class
Ecology (En- virons)	Resources	R1, R2 Landscape	48	71	39	Garden, farm, plant, rice, flower, organic, eco, grow
		R3 Wild nature/ Forest	13	4	9	Tree, forest
		R4 Ground	3	3	0	Soil, Ground
		R5 Water	29	13	7	Ocean, river, water, fish

	MJ			KS			NEED TO DEVELOP:	P	A	G	P	A	G
	P	A	G	P	A	G							
LANDSCAPE	48	69	39	17	31	21	R1, FLANDSCAPE	L	-	-	-	4	2
WILD NATURE/FOREST	13	4	9	13	13	12	R3 NATURE/FOREST	N	-	-	-	2	1
GROUND, SOIL	3	3	0	0	1	0	R4 GROUND	G	1	-	-	-	-
WATER	29	13	7	24	12	7	R5 WATER	W5	2	1	1	1	-
WASTE	25	19	17	7	27	9	W1 POLLUTION W1-W5	W1	6	1	3	2	3
SUSTAINABLE USE	1	11	1	5	19	9	W6 SUSTAINABLE USE	SU	2	-	-	2	-
CIRCULATION							W2 CIRCULATION	CI	-	1	-	-	1
CLIMATE	0	2	2	1	2	2	P1 CLIMATE	CL	1	-	1	-	1
WEATHER	3	0	0	0	0	0	P2 WEATHER	W2	1	-	-	-	-
SEASONAL	9	3	3	19	1	5	P3 SEASONAL	S	1	-	-	3	-
IRRIGATION/ FORESTRY	1	0	0	0	0	0	P4 HUMAN IMP	I	1	1	-	-	-
HAZARDS	1	0	0	1	0	0	P5 HAZARDS	H					

Figure 15. Classifying process: Reading instruction of classes and codes used in FpF analysis and forming RB and FM- frames. Source: Author.

4.5. Building FpF with themes of FPS

To answer research questions, and to suggest how strategies should be updated and what administrative management could or should do to help villages achieving their goals for sustainable tourism development, I collected strategical data from project reports, and connected it with interview results and participatory meeting results, to form a development path from past to future. It was obvious already in very early phase, that it is impossible to pick from the text only some sentences related to sustainable tourism. Especially in Bali, all four main themes of sustainability were tightly interlinked together. Even though first seemed in KS to be easier to form strategical path related to tourism on economical basis, but after dividing material in themes during open coding, it was clear this was not possible either.

Collaboration in both cases formed a platform to build a development frame FpF. This frame has five elements: The '*pot*' includes society and functions within it, '*leaves*' give a resource base for development activities to grow, the '*stem*' represents transitional corridors of resources contributing or resisting desired development, and the four '*petals*' of flower display current status of each sector of sustainability. For reproducing and transforming the system, flower typically has a *center* for producing seeds for future, causing diminishing or increasing resilience of current flower species. In following chapters, the results are first presented by four main themes of sustainability, *society* describing 'village' as development unit, *environs* giving an overview about ecological issues, *traditions* to bring up cultural point of view and *economy* to discuss about economical possibilities and needs.

4.5.1. Developing village system as part of society – The 'Pot'

Area- based development needs and the discussion about areal development reveals, that 'village' was the most important unit for development. Even though definition for word '*village*' was somewhat different with all the interviewed persons, it still could be localized as a place in certain area including a certain group of people forming a community with similar interests for their future. In overall, the word *village* used as a place, community or system to develop was a strategical priority in both places. In MJ most of the interest to development was related to the local Banjar and Desavillage communities, or Bali area in general. In KS, expectations for development were rather equally divided between previous municipal area (Suomenniemi) and forthcoming regional administration area. *Local area* included Tempek, Banjar and DA communities in Bali, and village communities and associations within previous Suomenniemi Municipal area in Finland.

As can be noticed in Figure16, the most interested in developing the area based on amount of comments, were active people (P) in MJ, and developing actors outside of village (A) as well as member of governance (G) in KS. People (P) in KS did not give very active impression, but I'd say there is a partial factor related to age distribution of interviewees explaining the result. Mid age in MJ was 52, not too different from 57 in KS, but person representing (P) was considerably older in KS. Age distribution in Local area (AL) in MJ was quite heterogenous with 1/3 of youth, 1/3 of working and 1/3 of retired, but in KS the average age was already well over 60 years, most of the people were retired from work. This also could partly explain the focus of development in KS more to present than future. In MJ, the focus of development was very clearly in the future, all interviewees used often expression '*for the next generation*' in their talk. Both MJ and KS the development was based on planning and programs related to different topics. Clearly in MJ these programs have been planned to solve some existing challenge or following strategy for future, when in KS programs were related to people's well- being or new activities for locals or visitors mostly at present time. In Balinese villages all life was well organized and regulated by the religion and traditional governance, not national administration or politics.

Interviewees of KS didn't need or want more regulation or rules, they'd rather plan and decide the matters of local community by collective decisions. There was a little but clear difference in the mindset, villages in Finland were more independent from regulation: In MJ, things 'must be done' according to DA regulation, and in KS 'need just to decide and start doing, if it's not quite illegal' Focus of development activities in MJ was clearly in near future, KS was more oriented in present time. The most future- oriented were (P) in MJ, and (A) in KS. In both places driver for action was based mostly on programs, funding had more clear role in MJ, where the mindset of people also was more a 'must' when compared to KS.

The Regulation and leadership between society systems were obviously different in MJ and KS. In Figure 17 presented the main factors about society structure and governance mechanisms, leadership and rules in use, in relation to their meaning for (P), (A) and (G). Rules by Polski&Ostrom (1999, p 38) are 'prescriptions that define what actions (or outcomes) are required, prohibited or permitted, and the sanctions authorized if the rules are not followed'. Governance includes village self- governing mechanisms (village association and DA) and local administration until town- or district level (I1-I3), General administration together with national administration (I4-I5), funding organizations and institutions (I6), and participating activity groups and organizations (I7). Collaboration includes meaning of cooperation, groups or networks, traditional co-working (*Gotong royong* and *Talkoot*), information sharing and bench-marking in village tourism development.

FOCUS	MJ			KS			NEEDS	MJ			KS				
	P	A	G	P	A	G		P	A	G	P	A	G		
RURAL/ CITY VILLAGE	29	22	19	5	78	53	A1	RURAL/ CITY AREA	A1	3	1	-	-	2	2
LOCAL1	116	31	27	5	78	22	A2	VILLAGE AREA	A2	-	2	-	-	1	1
AREA/TOWN	(65)	27	9	(10)	(28)	(53)	A3-A5	LOCAL AREA	AREA	3	2	2	-	1	4
REGENCY LEVEL	18	15	4	1	18	8	A6	REGENCY	AR	-	-	-	-	1	1
PROVINCE/ COUNTRY	42	(33)	(15)	0	18	3	A8	NATION	AN	-	-	1	-	-	-
NATIONAL/ EU							A9			3	-	2	-	-	-
INTERNATIONAL	0	4	0	0	5	1	A10	INTERNATIONAL	AI	-	-	-	1	-	-

PROGRESS BASED ON	MJ			KS			WITH ATTITUDE OF	MJ			KS			FOCUS IN	MJ			KS		
	P	A	G	P	A	G		P	A	G	P	A	G		P	A	G	P	A	G
PROGRAM/PLAN	(44)	(43)	(13)	(5)	(34)	(32)	RESPECT/TRUST	6	0	0	0	0	0	PRESENT	42	12	(10)	(14)	(27)	(29)
OPPORTUNITIES	8	6	6	(5)	(15)	(8)	NEED	9	9	0	3	(16)	2	PAST	8	5	6	8	14	7
PROBLEM/CHALLENGE	(17)	(18)	2	3	4	6	MUST	(25)	9	(7)	0	0	0	FUTURE	(56)	(33)	8	5	16	7
MINDSET CHANGE	0	(12)	3	0	6	(8)	REQUEST	2	2	0	3	7	0							
AVAILABLE FUNDING	4	6	3	1	1	1	DECISION	17	(12)	5	(28)	8	(21)							
							DEMAND	0	0	0	1	2	3							

Figure 16. Mindset and focus for development, and people-place connections in MJ and KS. Source: Author

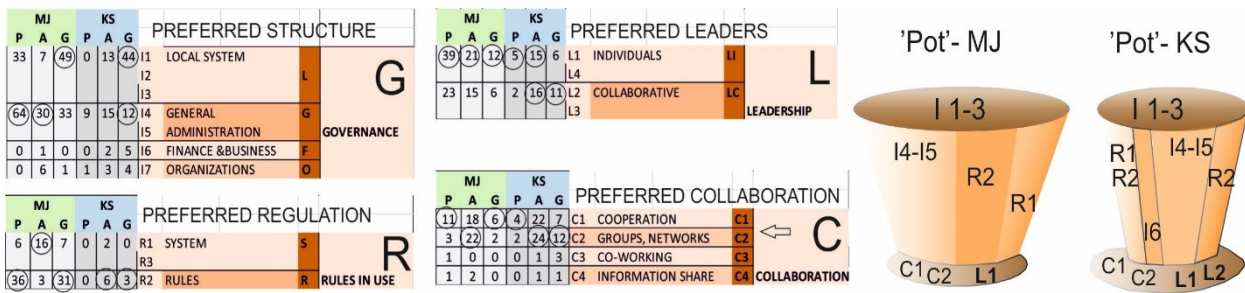


Figure 17. Significance of governance, leadership and collaboration within systems of MJ and KS. Source: Author

According to results, local system was important for both MJ and KS. The role of administration for (P) played a lot bigger role in MJ, where also individual DA and religious leaders were well appreciated. Administrative system was only important for (A) in MJ, traditional rules were more appreciated by (P) and (G). System and rules only had some importance for (A) in KS, Collaboration had most importance for (A) and (G), (P) only had opinion about general administration. In both cases also organizations had a role in village governance.

4.5.2. Village resources- The ‘Leaves’

Village resources are discussed in detail within themes of FPS in following chapters. The fuel and base for development are the people in the community, who also are involved in community activities. MJ population is fairly equally constructed with children, young, working age and elderly. Most of the people already have access to basic education provided by government, and now also pre-school is available for children in the village. There was a concern about young moving to work in cities, farmers getting old and unable to continue rice cultivation for long without next generation’s help. In KS, old age of the population is already a reality, there are very little traditional livelihoods, services or well-being activities left. Administration has moved from local municipality center to Mikkeli town 40 km away, last school is at risk to be shutdown. In both cases, the biggest concern as development resource was the *People*. MJ was more concerned about people getting alienated from their culture and giving up traditional village lifestyle when KS worried about the population getting too small to keep up the existing service structures. Both were talking about ‘losing human resources’ and ‘maximizing the use of existing human resources’, but MJ was highlighting the top value of the people: ‘*Without people and culture we have nothing.*’ (interview BP, 2017).

Enviorns were considered very valuable resource in both cases. Such term as ‘*Green, clean and professional*’ describes best the ideology and respect for natural resources in MJ, highlighting among cultivated rice paddy landscape the untouched tropical rainforest in the village as well as clean river to bring water into village homes. Clean lake Kuolimo was the best valued resource in KS, providing peaceful shoreline locations for holiday housing and nature- related activities. Fishing opportunities

were highlighted in several occasions, and also forests with berries and as places for relaxing or trekking along short, marked paths were valued as natural resources in KS.

Cultural resources were in MJ all related to religion and traditional farming system, and the importance of cultural activities can be clearly seen also in data shown in Figure 21. Hindu-based cultural traditions are also highly valued worldwide, Balinese rice terraces and subak-institution are protected by UNESCO, as discussed in chapter 2 (See also Salamanca et al, 2015). Balinese culture is old, (P) and (G) in MJ related it to time, *'when first Hindu came to Bali about thousand years ago'* (interview BG3 2017). Cultural presentations include well maintained and developed temple system including family temples, banjar temples, Desa temples and the main temples in historical sites of Bali. Ceremonial life is connected to THK with life cycle of to be born, to live and to die. There are ceremonies for people, for nature and for Gods, among other, because the daily life is all connected to this ceremonial system. Trinity of DA, PHD and Subak and namely their leaders are together maintaining these ceremonies, religious ruling institution and the physical sites in collaboration with people and administration. Part of these ceremonies are traditional music, dance and different theme performances.

In KS culture has more of a historical meaning. There used to be a historical nation state border of Russia and Sweden crossing the village, there is still visible marks of war history between Finland and Russia both in landmarks and built infrastructure. Many of the present cultural activities are related to this borderland history. On the other hand, there still is an active amateur theater group, traditional handicraft makers can be identified, and summer events bring up also other cultural presentations visible. These are just not brought up in development discussion as a resource.

Economics as a resource was not as important as previous 'people, 'environs' and 'culture'. Of course, economics was highlighted to bring opportunities *for* people and in *using* natural resources. Both MJ and KS felt there are fair amounts of monetary tools and investors available, if want to start some development program or initiative. Biggest difference was in people's attitude towards consumerism. In MJ, all interviewed said consumerism to be a major threat to Balinese nature, culture but also to people by separating families and causing schism within and between families in the community. In KS one of the (A), and both (P) and (G) saw necessary to increase and enlarge the capacity of production, services for consumers, create opportunities via new technology. But on the other hand, two of (A) wanted to bring into front more natural way of living with small-scale production, immaterial well-being. Tourism was seen as a best potential in both cases by (A), but mainly when related to environmental friendly small-scale activities. One of (A) in KS would have been ready to welcome also mass tourism.

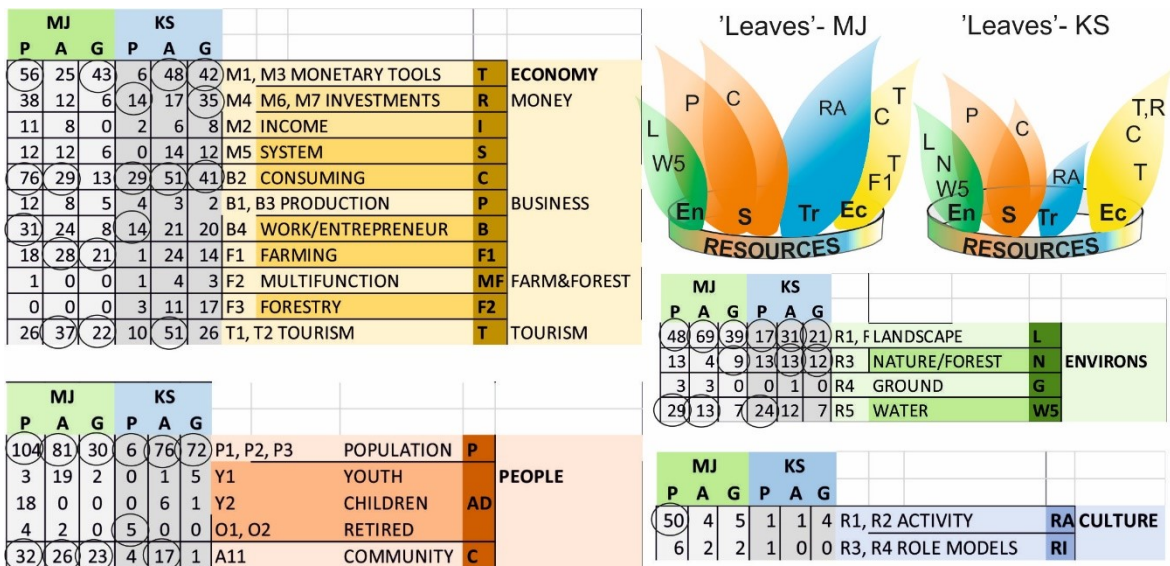


Figure 18. Significance of ecological, economic, cultural and human resources within systems of MJ and KS.
Source: Author

In figure 18 presented the image about useful resources among interviewees as 'leaves'. Cultural and human resources form a center for MJ development, natural and economic resources are used to strengthen the center. Natural resources, namely forests and lakes, are the corner stone of KS development, when cultural resources are already detached from economics and nature. Human resources are now leaning on strong social capital despite of diminishing population.

4.5.3. FpF-Village development and Society (S)

Interviewees brought up factors related to developing well-functioning village society (see Figure 19). Education was clearly the most important factor for both, but also such as population distribution, infrastructure, human needs and well-being. Basic human needs were in both cases a sense of belonging (to community) and integrity. Family economy and physical needs, such as health care were more important for KS, along with well-being services. In my opinion, this reflects more the differences in society in general. People probably value their needs differently in Finland as 'a welfare society' providing public services to all, and in Bali people in villages are not used to, and therefore maybe don't expect any public services, except basic education and low quality of public health care.

In both villages the meaning of well-functioning village infrastructure was brought up in several ways: To have accessibility and buildings in good condition on the other side was needed to make life easier and safer for people in the villages, and on the other to have quality ICT- infra as a door to reach out for new opportunities mainly by service marketing and social entrepreneurship, bringing possibilities for new kind of collaboration. Education was the priority need in every aspect and level of life in MJ. New skills for farming to maintain traditional village lifestyle, and professional education for children were especially highlighted. ICT- related education for village people was brought

up in KS as an educational need, and more educated people would be warmly welcome to live and work in the village. To increase well-being of existing villagers, gathering together for discussions and activities were also needed. In general, KS expressed being proud of their level of education and collaboration in village governance and activities. Very similar attitude was also in MJ. Strong, local people with professional authority, someone to trust to lead the way, were highly appreciated in both places, as described by interview FG (2017):

‘Power in decision making has a bit even increased within past decade, it (KS) has a good, strong image.’ ‘Need to have really professional people in the association, people who can be believed and trusted to do what has been planned, they can get everyone along’

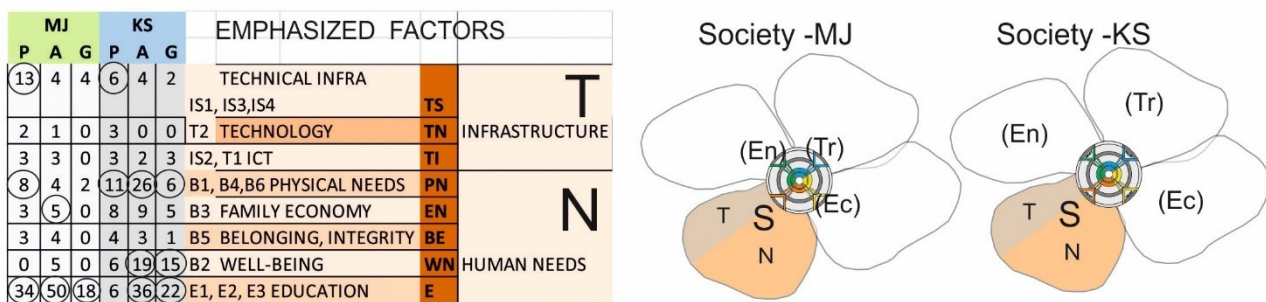


Figure 19. Factors emphasized related to society in MJ and KS. Source: Author.

4.5.4. FpF-Village development and Ecology (En)

People’s statements *‘To continue the tradition’* and *‘To be green, clean and professional’* catch the core of MJ idea of village life in the future. Environmental concerns were in general related to three main topics: Increasing amount of plastic and the lack of system and regulation to recycle or utilize plastic waste, sustainable agriculture with irrigation problems, and changing climate impacting people’s traditional livelihoods. In MJ, environmental issues were tightly interlinked to Hindu- religion and human welfare via economical needs, ideas for future were related in supporting traditional agriculture- based family lives. Irrigation system was also part of government- funded infrastructure programs, but people saw problems in project management, as interviewed BP (2017) stated: *‘It’s just another bullshit project. Water is leaking, but also money is leaking to the ground.’*

‘Not on my lakeshore’ – thinking describes best the attitude of KS people in environmental issues. Clean and healthy environment starting from the air to breath was highly valued among all interviewed, all were ready to keep their nearest environment in good condition by reducing consumption, recycling and avoiding unnecessary pollution. In KS, purity of lake Kuolimo raised strongest concerns for future, but it was also seen as best opportunity for development. Most of the environmental issues in KS were related to local economy and people’s well-being in general together with concern about landscape turning into thickets instead of cultivated, open fields in between forest areas. The meaning of environment (see Figure 20) for village lifestyle was mostly related to leisure and nature

tourism activities instead of local people’s traditional livelihoods, as for instance interview FG (2017) pointed out:

‘Landscape used to be so much cleaner somehow in my childhood, when there was lack of everything. People cut the grass from the roadside for animals. Now there is just bush areas and thickets everywhere’

The biggest environmental concern in general was plastic waste, visible in Figure 20 as ‘pollution’. All interviewed people brought up the fact, that lack of recycling plastic causes most of the waste problems both in local villages, and in the oceans worldwide. To get rid of the problem, MJ rely on traditional regulation by DA. They would need clear instructions from administration together with enough places to return plastic waste, international knowledge about possibilities of re-using the material, but also some economic incentives for people collecting waste in their neighborhoods. According to KS, Finnish people in urban areas are already used to recycling and in town also collection has been mostly organized well. In rural areas the system was under development, but attitude for recycling was depending more on money than rules, for them separating and recycling brought only more work and costs, not enough benefits to be incentive. As a natural process, seasonality in KS was a concern mainly for economic reasons. There was not much activities for tourists available, and long winter also was considered as a restriction for tourism service development in the future. MJ was concerned about climate change and increasing rain on the mountains, drought and strong wind at the sea affecting on local traditional livelihoods. They were committed to adapt these changes by learning new farming skills and designing ‘green tourism- concept’ to patch the diminishing traditional livelihoods.

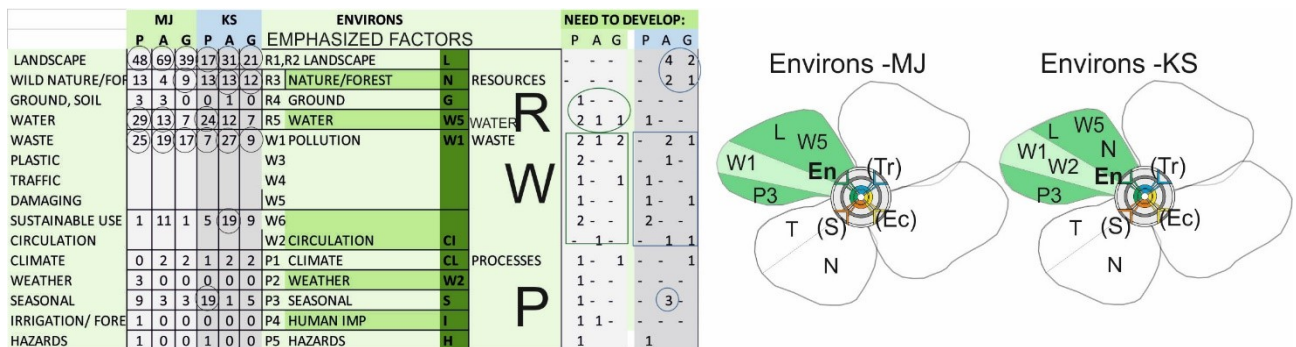


Figure 20. Factors emphasized related to ecology in MJ and KS. Source: Author.

4.5.5. FpF- Village development and Culture (Tr)

In both cases, culture was tightly bound with traditional rural life and agricultural activities, but in MJ culture and traditions had greater meaning, being the base for all village life, as can be noticed in Figure 21. Trinity of DA, PHD and Subak are the core of cultural presentations, agriculture- based lifestyle and base for environment protection. In KS, culture and traditions were linked to religion with participating in governance of religious institution and related organizations. The cultural values were interlinked in unique borderland history, special food traditions and still existing infrastructure

as base for living in villages. In KS, as typically also nationally due to EU- support funds, the volume of production in agriculture has grown beyond reach for village farmers for profitable farming. In MJ, rural lifestyle with rice cultivation is highly valued locally, nationally, and since 2012 also internationally, when Balinese cultural landscape was chosen to cultural heritage protection by UNESCO (See Salamanca et al 2015).

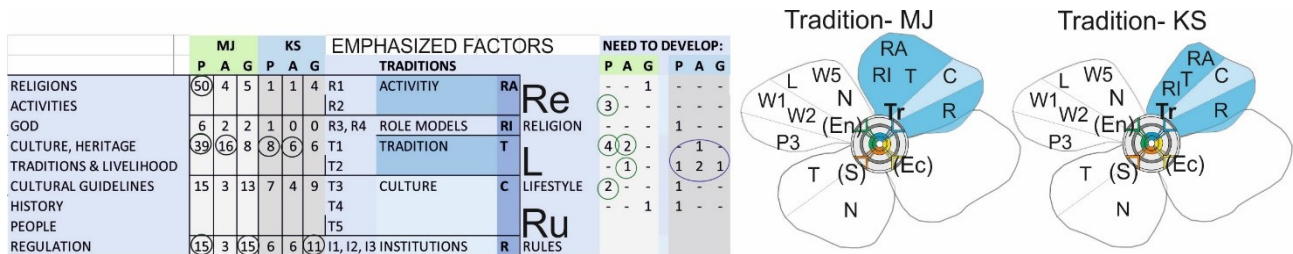


Figure 21. Factors emphasized related to culture in MJ and KS. Source: Author.

4.5.6. FpF-Village development and Economy (Ec)

The main differences between MJ and KS were with the mindset of development in general and the regulation or support from administration to provide financing for new activities behind the mindset, as presented in Figure 22. In Bali, local (banjar, DA) administration is listening to people’s needs in village meetings, and regulation can be rather easily to be changed on regency level to meet the needs in rapidly changing business environment with continuous administrative collaboration. Public funding until recently has been taken for granted, but to consider only building certain technical infrastructure. The main constraint in public funded developing has been the corruption on administrative levels, but all interviewees now said the follow- up is getting better, and gave recognition to present parliament and especially the president Widodo for strict control over corruption. Interviewees didn’t trust administration or political democracy as a system, but instead they trusted in traditional head of DA and other leaders outside the political system. According to interview BP (2017) village development is now a priority strategy also on national level:

‘They start to develop the economy from village, not from town. They realize, that if villages are strong, economy of Jembrana will be also.’

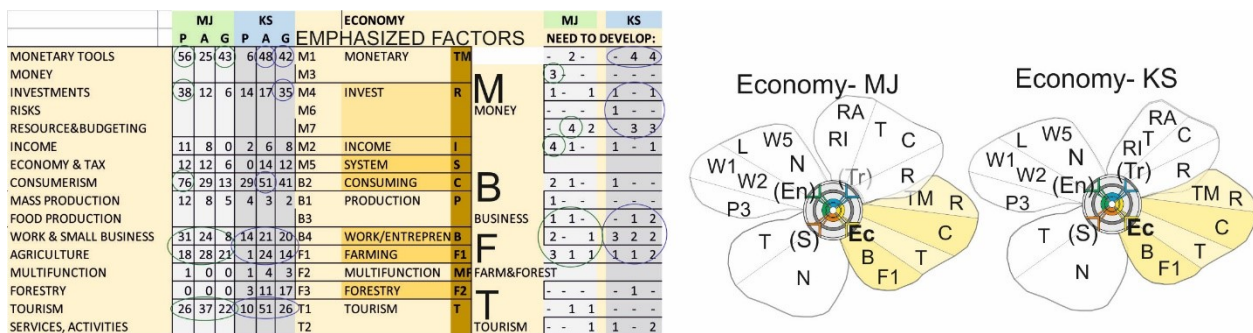


Figure 22. Factors emphasized related to economy in MJ and KS. Source: Author.

LPD as an institution supports local micro businesses (such as family shops) by giving small loans with zero interest and no guarantee requirements. People's willingness to open family businesses together with active face to face- promotion for potential investors interested in developing tourism, can trigger remarkably fast economic development in local level. Most of the development activities are negotiated with chief of banjar, and permits needed for activity are designed according to achievements. Attitude of Balinese people can be described to follow idea *'Do first, ask later.'*

In Finland, supportive funds for village activities and tourism development projects are available via municipal divisions, LEADER- association, ELY- centers, financing institutions, foundations and many other sources. Lack of development seldom is caused by financing problems, but instead lack of ideas for businesses, and even more because of required paperwork for applications and reporting. Regulation and legislation regarding to human or animal welfare, environment protection and waste management is multilayered and partly interlinked regulation system, requiring several administrative divisions to approve actions. In many cases entrepreneurs or communities are not willing to go through the administrative process, they don't have sufficient funds for all required investments, or they consider risks too high, especially if related to seasonal tourism services. The problem is well described by FA3(2017):

'Very few have strength to push through the administrative process with all required permits and investments for just to have a license to pick up a berry, make juice and serve it to someone.'

There are less and less people in villages, most of them already retired, and increasing amount of well-being service production for them is needed due to diminishing public services. There would be possibilities for future living with food production and sales, jobs available in well-being services, but strict regulations and rules make it even harder to lure young people away from urban lifestyle with services nearby, to consider farming or working, living in villages. Attitude of Finnish interviewees can be summarized: *'If it would be possible.'*

4.6. Development strategies of theme 'Environ's' in MJ and KS

Strategies of the theme 'Environ's' for development can be summarized in two main goals of (P), (A) and (G), as presented in Figure 23. In MJ all are focusing to maintain rural lifestyle with farming and Hindu- traditions by increasing variety and volume of organic production and combining farming and THK-tradition with tourism. In KS goals are more divided. (P) is focused in protecting lake environment, and (A) and (G) more to promote small-scale production combined with nature- related small-scale tourism.

(P)-MJ Goal (1): Villages continue tradition, by being green, clean, professional Goal (2): Provide working opportunities in farming, and in tourism	(P)-KS Goal (1): Clean lake Kuolimo and natural environment
(A)-MJ Goal (1): To give young people possibilities to live in villages. Goal (2): To change chemical- based agriculture to organic	(A)-KS Goal (1): Healthy environment for people living or visiting villages Goal (2): Multifunctionality of rural environment
(G)-MJ Goal (1): Mindset to respect Tri Hita Karana Goal (2): Multifunctional nature tourism	(G)-KS Goal (1): Mindset change to respect nature and small-scale farming Goal (2): Lake protection for nature tourism and leisure

Figure 23. People, Actors and Governance- development strategies for theme ‘Environs’. Source: Author.

4.6.1. Strategies of People (P)

Plastic and changing weather were the biggest environmental concerns of people in MJ, and there weren’t any easy solutions on sight. People relied on banjar and DA to give proper instructions for recycling or re-use of waste, and they were waiting administration to arrange waste collection also in the villages. People realized they need to adapt on changing climate by finding plants more tolerant against longer seasons of rain or drought for cultivation, and to learn combining organic farming with tourism to maintain cultural landscape. The potential of tourism lies in traditional village life and Hindu- culture, which also can make difference in preserving environment and bring well-being for people, as interview BA1 says, it’s necessary *‘To make people realize how important is the organic, build friendly village to make environment clean and green and professional’*. People trusted in collaboration with banjar- community, and especially DA, when designing new activities or making plans for future. The biggest threats were consumerism and politics, which were seen to endanger traditional village hierarchy and cultural life together with the risk of drugs and crime to arrive also in villages.

For people in KS, the most important matter was the purity of Natura- protected lake Kuolimo. Cleaning technology and lack of farming has solved many of the pollution problems already, and organized fishing groups have tradition to do selective fishing in spring and autumn to maintain healthy balance of fish stock in the lake, and they have special programs with different objectives for lake diversity maintenance. Concerns among interest groups and people were also local, related to water and forests: organic spill from forests affecting on water quality, and possible consequences of water pollution due to people’s activities. Farming or industry were not seen to be anymore a risk for Kuolimo, most of the agricultural activities are seized due to old age of Suomenniemi population. People in KS didn’t have any specific idea for future development when asked, but they were willing to start a collaborative project for their village community, if just find an idea of what to do. Global environmental problems, like climate change, were important, but out of reach and not worth worrying too much. An overall mindset towards environmental issues can be summarized in following: *‘There are of course such things, that I don’t even know about, bad things exist. But I don’t, within climate change,*

hmm. If keep worrying about living standards and opportunities of forthcoming generations, can mourn like hell. But I don't believe it will come to affect much during my lifetime' (interview FP 2017)

4.6.2. Strategies of Actor (A)

Actors in MJ relied mostly on education with example, to change people's mindset and objective from economical wealth and consumerism to see the potential of harmonious villages, and sustainable economic future for young people with organic farming and conscious tourism experiences. Cultural resources and traditional village environment were highlighted as main potential for village future development. Organic farming based on farming groups aimed to teach new methods for farming and to give tempting example about product quality. Banjar was getting financial support for program from national funds. Education and banjar's example were seen to be most useful methods for changing mindset of people with low education, who were used to get better income with chemical fertilizers. Actors already realized the threat of farmer aging, young people moving to work in cities, and risk of diminishing value of cultural landscape in the future. By teaching young people micro skills for instance in social media, business and language, and promoting unique village experiences for tourists, actors aimed to provide young people a choice to stay in village instead of moving to town. They also aimed to change the mindset in larger scale from mass tourism model to conscious tourism respecting the people and their culture in villages with help of DA, social media and international organizations. Actors were worried about expanding modernization threatening traditional life, and wanted to support with new prospect:

'There is something about modernization, that makes us people less resilient' 'That's why we're giving them a choice: like a list of options what they can do here in rural area. We integrate the youth here, because the youth is the one of the human resources, the key of the rural area itself.' (interview BA2, 2017).

Actors in KS were mostly concerned about sustainable food production, and lack of utilizing the economic potential of Finnish clean environment in small-scale production and tourism. They saw the need of changing mindset to realize the risks of large-scale production for both to animals and humans. Actors didn't see easy solutions, all was related to changing mindset and regulation within the system, valuing quality of food and reducing waste by recycling or reducing consumption. Responsibility of changes was mostly addressed to administrative levels and industrial business actions. Plastic recycling would need incentives from administration instead of new rules. Well-being for both humans and animals would start from clean natural environment, old forests and small family farms, purity of water. Just being, living and working close to the pure nature would be beneficial for people's well-being, as interview FA3 (2017) states: *'When people are feeling well, they care about environment and other people as well.'* This was considered possible only if the legislation and regulations allowed people to have a small farm or a family business related to food or farm tourism with reasonable amount of paper work, and human needs would be kept above animal rights.

4.6.3. Strategies of Governance (G)

In MJ, traditional DA- institution was felt threatened by national politics, Muslim religion and diminishing agriculture. Legislation reform (U6/2014) has made DA and PHD fear about the future of Hindu- traditions and existing traditional village life in general, administration with Muslim majority don't seem to understand or care for Hindu- traditions. DA regulation especially in villages was considered more legitimate than national law, strong DA regulation is needed to force national regulation into practice (for example plastic recycling). Tourism development efforts in Jembrana regency with national strategical and financial support promoted traditional activities and nature experiences. Chief of DA followed the regency example with the DA community of Pendem by building nature tourist attraction in banjar Dewasana. Protecting intact environment, people and culture to support local economy and DA institution were the strategical priorities, actions aimed to combine sales of organic farm products, nature -related experiences and cultural activities in well set up and regulated visiting place for tourists. Getting rewarded by administrative offices about 'Green village'- efforts was important both for head of DA authority and people's trust for DA as a system:

'This is important: Pendem as a winner get a reward from the government, because in Pendem, the forest is still virgin. Nobody cut the forest, because of the regulation called awig-awig. Recognition and certificate, maybe with that kind of certification is easy to apply fund from the government. Desa adat regulation as a traditional law so far is working well in the village, respected by the people.' (interview BG2 2017).

In KS, lake Kuolimo as a resource and concern was on top of discussion together with forests: There was potential for nature related tourism experiences with business networks and cooperation with other villages, but must be selective in business actions to avoid pollution with motored vehicles for instance. Natura- regulation was important in keeping lake clean, due to restrictions in use. Changing clear cut- program in forestry at least partly towards more continuous production could be considered for sustainable forestry. Waste management was considered being organized well, but due to difficulties (like long transportation to waste treatment plants, and lack of separation in the origin of waste) the recycling in practice was not yet well organized. Climate change was worrying, but not a concrete concern for KS:

'We are not taking it seriously, still thinking 'It's not considering us'. We would need some wake-up.' (interview FG 2017).

4.7. Development strategies of theme 'Traditions' in MJ and KS

The development strategies related to culture are presented under the name of 'Traditions in Figure 24. The goals for development related to traditions were clearly in MJ focused to maintain and sustain the existing village DA-governance- and cultural system based on THK- philosophy, which already has about 1000 years of historical background. In KS, promoting local traditions and history as part of strategy to keep villages inhabited with help of new IT- technology- related opportunities, was brought up within development discussion. However, most of traditional village lifestyle, old

infrastructure and even governance system in Suomenniemi has dramatically changed within past decades. Traditional agriculture- based life with small-scale farming and forestry entrepreneurs seems to be difficult to maintain due to strict health- related regulations, prize competition and production support system.

(P)-MJ	(P)-KS
Goal (1): To maintain traditional village life with better skills and technology	Goal (1): Promote local food traditions and history for local and tourists
Goal (2): To protect Balinese Hindu- religion and cultural heritage, traditions	Goal (2): Maintain possibilities for living in village with technological innovations
(A)-MJ	(A)-KS
Goal (1): protect and maintain, promote cultural resources and traditional livelihoods	Goal (1): Maintain possibilities to rural living
Goal (2): Sustainable way of living with concept of 'conscious tourism '	Goal (2): Promote small -scale production and bring up quality factors of Finnish food
(G)-MJ	(G)-KS
Goal (1): maintain Desa Adat- institution and ensure the legitimacy of Desa Adat	Goal (1): Promote Suomenniemi property and people for year-around living
Goal (2): To promote tradition and culture as part of village tourism	Goal (2): Bring up historical and natural values for tourism

Figure 24. People, Actors and Governance- development strategies for theme 'Traditions'. Source: Author.

4.7.1. Strategies of People (P)

People saw traditions as a core of Balinese culture. Traditional ceremonies are clearly very important for all the Balinese, religion was highlighted in all the main themes, and traditional regulation of village life was considered to have more power than national legal regime among village community members. Cultural values were tightly related to THK. In traditional hierarchy, leaders chosen by community members are highly valued, and the most important individuals in village community are *Bendesa Desa* , as head of DA, head of PHD and head of banjar- community together with Subak. Traditional caste system is still respected in villages, people with older age and members of the original priest family (*Ida Bagus*) are considered to have authority over others. Membership of Hindu - community is strictly interlinked to religion and gender. Men are born to be a member of the *Desa*- community, and with certain family status they stay as a member for their whole life, even when they move to another place or get married with member of different culture or origin.

All the interviewed persons of MJ were men, women are not allowed to participate in official village meetings. However, women are equal (or leading) in ceremonial activities, and they are responsible to make the traditional ornaments, men provide and collect most of the material. I had a chance to observe the process of ceremonial preparation during the research, and I can't divide clearly any men's or women's work in preparation. Men brought and put up all the heavier equipment and structures, women took care of small decorations and other ingredients. The actual ceremony (3 months baby ceremony) was carried out by women, all families of Tempek 4 and 5 were participating in preparation, and all were also invited to join the actual ceremony. It seems, that despite of formal, traditional division to men and women still exists, roles are not split in practice. This feeling is supported by fact, that many women already are working (part time) in town to support children's

education with extra income for family. Traditional family life is also the core of village tourism development concept. Visitors are invited to take part in ceremonies and enjoy the hospitality of Balinese families. With the help of tourism village traditions can be maintained and families get extra income needed for children's education from cultural activities, instead of going to work in town. Active village developer (interview BP 2017) saw traditional life as priority in developing future activities:

'We will keep this village as a traditional village forever, it's very easy. Community is 100% Hindu, easy character of Balinese in here.'

In KS, people promote their unique history being divided between Sweden and Russia in the past, by arranging presentation during *Suomenniemi-päivät*. This traditional summer event in Suomenniemi area includes cultural presentations, sports, religious activities, music and marketing events arranged together by people, organizations and businesses. A traditional food tasting with assortment of traditional dishes arranged in the past was very popular, and that would be potential also for future tourism. It has been a challenge to identify Suomenniemi as a place after merge to Mikkeli town, due to it being bigger than village, but not a municipal self-governance area anymore. Traditional *pitäjä* – name is now promoted to take the status and identity of previous municipality name. This would not be confused with Mikkeli administrative structure, still it would clearly bring up the special identity of the Suomenniemi area. KS population is inevitably diminishing, the mid age of population is over 60 years, and rising. Technology might provide a solution for KS survival, if could bring up the possibilities for nature-related tourism and lure young families with IT-related job opportunities, and this is well noticed in KS, as interview FP (2017) point out:

'some work should be found. It's because all the traditional agriculture, farming is gone. In practice, it's all faded away.'

4.7.2. Strategies of Actors (A)

Banjar and DA are in center role of developing MJ. Organic farming and related village tourism are in focus of future rural living. DD provides an example by having started a *cow group* to produce organic fertilizer for farming, and head of DD had a small testing platform in his private garden. Government has provided bench-marking education for banjar leaders by taking them to learn from similar actions in Yogya on Java, and banjar now gives education to farmers willing to learn about organic production. DA was preparing sales opportunities for traditional, organic products. Farmers were not willing to turn back to organic rice cultivation, they feared of losses in harvest without chemical fertilizing. However, all the leaders were committed to changing people's mindset, and motivated to continue promoting THK-based future life including environmental friendly farming, as interviewed BA2 (2017) says:

'We believe, that healthy balance between nature, community and spirit of God helps you to be happy and good.'

Actors in KS are mostly worried about loss of traditional village life including open cultural landscape and small-scale farming traditions, as interviewee FA3 (2017) confirms: *'Old farms should not be left to rot away.'* As a solution, development should be planned by listening to people's needs related to more simple practices in funding and follow-up processes, less rules, regulations and restrictions in arranging activities. In over all, actors would like to have more possibilities for small- scale food production, and food- related or other collaborative village tourism.

4.7.3. Strategies of Governance (G)

Local DA-, PHD- and Subak form a collaborative and tight religious- based governance system, which has already been in practice according to interview BP (2017) *'since first Hindu to arrive in Bali'*. Securing the system as base for Balinese cultural, economic and nature- related life with THK philosophy was the top priority of governance, strong traditional law is helping to enforce also national legislation into practice in villages. Lobbying for special autonomic status for Bali province was carried out by chosen representative in the parliament of Indonesia to protect Hindu -population in Bali. DA and PHD were willing to combine traditional economic and religious activities with modern possibilities, by offering tourists opportunities to visit and witness local traditions, such as traditional *Jegog-* music and traditional dance, bull racing, trekking in the tropical forest and participating in family ceremonies. The trinity of DA, DD and PHD promoting THK was highlighted in interviews, as BG (2017) says:

'Desa Adat, Desa Dinas and Temple community together are structural multifunction in countryside.' *'Tri Hita Karana is the most important, It's like a way of life to Balinese, respecting God, place and the nature.'*

To promote traditional, local services and products, and to manage well in competition against bigger businesses by entrepreneur networking and collaborative marketing were the most important actions for continuing KS traditions. The future of agriculture was not bright: there are too little working age people left to start any innovative farming activity. A plan for village development project has been made to get new people move in village, and to promote existing, empty property for sale in the internet.

4.7.4. Development strategies of theme 'Economy' in MJ and KS

Economics with respect of nature and traditions played the center role in development strategies of both cases. In MJ, the future was expected to be more active, including nature -related tourism activities and income from combining traditional farming activities with today's knowledge about sustainable agriculture and social entrepreneurship, fully utilizing village resources. In KS, there was hope for new people to bring more activity with ICT- related jobs or innovative farming businesses to increase possibilities of living in villages despite of long and quiet wintertime. Strategies of theme 'Economy' is summarized in Figure 25.

<p>(P)-MJ</p> <p>Goal (1): To create possibilities for people's traditional living and work in village</p> <p>Goal (2): To avoid negative effects of consumerism (drugs, gambling, debt, land sales)</p> <p>Goal (3): To support local economy with village tourism based on Tri Hita Karana</p> <p>Goal (4): To maximally utilize human resources and existing cultural values for well-being</p>	<p>(P)-KS</p> <p>Goal (1): To find/ create new working opportunities to enable living in village</p> <p>Goal (2): Collaborative projects related to nature tourism, agriculture tourism</p> <p>Goal (3): To develop local, quality food production business network</p>
<p>(A)-MJ</p> <p>Goal (1): To help people in villages to design conscious, responsible tourism experiences</p> <p>Goal (2): To build organic groups systematically for sustainable farming in the future</p> <p>Goal (3): To develop full potential of villages through tourism, respecting Tri Hita Karana</p>	<p>(A)-KS</p> <p>Goal (1): Bottom-up project funding for development based on people's local needs</p> <p>Goal (2): Small-scale farming, slow-food- and nature-related tourism services</p> <p>Goal (3): Develop community- and network- based services for locals and visitors</p> <p>Goal (4): Sustainable living in villages, maintain farming traditions</p>
<p>(G)-MJ</p> <p>Goal (1): Maintain traditional religious activities as base for village community life</p> <p>Goal (2): Multifunctional lifestyle combining farming and other income sources</p> <p>Goal (3): Village tourism based on Tri Hita Karana: nature, community work and religion</p> <p>Goal (4): Environmental education to keep nature clean, forests lush</p>	<p>(G)-KS</p> <p>Goal (1): Promote Kauriansalmi as good place for living and visiting</p> <p>Goal (2): Create new jobs in nature- related tourism and well-being businesses</p> <p>Goal (3): Develop technology, like fiber optics for future business opportunities</p> <p>Goal (4): Maintain farming and traditional businesses as a base for rural living</p>

Figure 25. People, Actors and Governance- development strategies for theme ‘Economy’. Source: Author.

Concept of conscious tourism in MJ strategy was directly linked to education, cultural traditions and environment protection with organic farming instead of seeking for quick money with chemical fertilizers, or land sales and moving to work in cities. In KS, technology and networks were seen as keys to sustainable economic future, where small and micro-scale businesses together with associations would have the main role in development. Sparsely inhabited Suomenniemi would need different service- and business networks and cooperation with town administration to arrange activities and nature experiences for tourists or locals. There was no interest, space, people or other resources to set up large- scale farming, (possibly polluting) industrial production or tourism either in MJ, or KS. Both valued the purity, natural landscape and social networks as base for economy, and social interaction. In both villages people’s skills, education and willingness to participate in cooperative efforts for community well-being were highlighted.

4.7.5. Strategies of People (P)

For people in MJ, tourism was the most tempting opportunity to get better income in the future. Plans for future were made together with the community, starting in banjar meetings. Among village development, there was also a national village tourism program to support via DA the development of nature- related tourism experiences in Pendem area. Government programs to develop infrastructure are often buried for years under corruption and political games, and therefore people actively seek for investors for quicker results. Business networking was unknown to people, but they were willing to cooperate for example by setting up a village market, or to collect funds for religious purposes. Flexibility of DA regulation about cultural activities gives people opportunity to combine farming activities, working in town and participating in community activities, with money contribution to community instead of participating in work. Tourism was seen as supportive, not as the only means for development:

‘Tourism will support the economy, maybe ecotourism, green tourism, agriculture tourism to increase the potential of agriculture.’ ‘Important is to still continue the tradition. Even though they stay outside, in Jakarta or somewhere, if they still are part of the village, recorded in the village they all involve themselves. Even if not coming (to ceremony), they donate money.’ (interview BP 2017).

Most important for people in KS would be to find working opportunities to avoid people waiting for welfare money for their daily living. Some people were ready to invest private funds, if any profitable business idea would be found. Traditional forest- or agriculture-related entrepreneurship didn't seem to have enough demand or markets anymore, but developing fiber optics was considered providing new kind of possibilities with teleworking job opportunities, as interview FP (2017) well sums up:

'Some utopia, that the digital world would bring something. The brains would be the workshop, then it would not be important where to work, could just have a nice place.'

The idea of local, network- based small-scale food production could be a way to create new business, but it would need strong organization and specialization strategy with high quality and certain segment for marketing to succeed. Nature tourism was an opportunity if well available and promoted, but possibility for year-around business was felt limited.

4.7.6. Strategies of Actor (A)

Education was the key for sustainable future in MJ. Actors were willing to teach people social entrepreneurship starting from pre-school, including micro skills for business and social media for youth, and organic farming for village farmer groups. Actors wanted farming in villages to be profitable with bigger variety of produced plants to mitigate climate change, and to help farmers gain year-around income from their work instead of few harvests of rice only. Government has donated 21 cows for the first group starting in banjar Pancardawa, and it was expected to expand when people truly realize the potential. Village tourism can be used as an incentive to keep cultural landscape maintained, and actors had a program searching and documenting village resources related to nature and culture, building a resource database. Actors aimed to change the concept and thinking about tourism also in larger scale by setting up an international corporative network promoting conscious tourism experiences and youth education. Among hope, there was still uncertainty as well:

'If people can understand the structure of the program, mindset again. He hope farmers to follow his example, open their own business.' (interview BA1, 2017). *'If farmers set up a room on non-productive land, maybe they have incentive to plant and grow rice through tourism.'* (interview BA2, 2017).

Important for actors in KS would be to secure food production with decentralized farming within Finland, but it's difficult to imagine development possibilities within current regulation of health and environment. Business related to any kind of farming-tourism combination was said to require big investments due to strict hygienic rules and demands for facilities related to tourism services. Nature-related tourism to utilize for instance values of nature's purity and silence, planned with business networks would also get supportive funds from LAG, but at the moment more applications are sent than funds can be approved within ongoing funding period. Collaborative planning based on local needs was considered as the key to success in project planning. Due to funding restrictions, community development programs or collaborative, educational marketing programs, (such as BS), were not

getting funding for now within West Saimaa LAG. Yet interview FA2 (2017) admitted, that the projects based on local capabilities are the ones that can succeed:

'People are not going to take part in projects, which feel contradictory. If some would be enthusiastic to proceed, but some against the idea. It just cannot work. There need to be common strengths to take forward together, with long-term plan. In Kauriansalmi it would definitely be tourism, there are still opportunities to be utilized.'

4.7.7. Strategies of governance (G)

Local governance had collaborative project to build nature-related tourism object in banjar Dewasana, Pendem with people, Five Pillar Foundation, DD and regency tourism office. The head of DA has supported the project also from his personal funds, before getting support from national development funds. By documenting the progress, people were able to apply support from national funds via regency administration. All four banjars of DA were participating in the program, each with their best contribution. Jembrana regency had a tourism program related to national village tourism agenda, to promote local cultural activities and attractions together with experiences in forest environment and traditional villages. DA saw important for future to take care of family economy by providing opportunities to work both in organic farms and among services in cities. It was important to get good education for the children, but also to maintain traditional DA institution and traditional regulation by participating in village actions or program funding as a village member. Jembrana was one of the three most poor regencies in Bali, and it got supportive money for development from hotel tax of regencies with better tourism income, such as Badung. Development opportunities were highly depending on regency strategies for tourism in the future, as interview BG2 notice:

'There is nothing else here, no mining, big industry is too expensive, cultivating space limited. Tourism is the only thing we have. If government regulation 30% building and 70% green, many tourists think twice before coming. If regulation like this, we can promote ecotourism and rural tourism in Jembrana'

People's well-being together with aim to have new people and businesses into village were the main objectives for development in KS. Nature-related tourism experiences, new business in the empty building of previous restaurant, and sales of empty houses or plots of land were felt as opportunities to maintain village active. Some new families already have moved to KS, and there is now high standard of education and skills among village association members arranging activities and leading development programs. Future of KS looks positive, if marketing of services, property and future possibilities with IT-related work is successful. For this to realize, KS already had a project plan for developing property sales. To have sustainability in local food production, change in attitude towards small-scale production is needed, as interview FG (2017) tells:

'Agriculture is the base for rural living, there must be a basic population. Then can come other businesses as well. We need young, open-minded people to think new opportunities in farming.' Very little functioning farms here anymore' 'Food is a rising trend, but I don't see it as an opportunity in here.' (FG 2017).

People would need to understand, that farmers should get their salary from products, not from supportive money of EU or state. This would mean paying higher prizes to farmers producing high-quality products. EU support and development programs give more like an illusion of development. According to interview FG (2017), It would be better to have traditional, area-based support mechanism for poor regencies or municipalities.

4.8. Summary of strategies

The differences in preferred tourism development strategies between (P), (A) and (G) in village communities are not significant. (P) promote well-being and cooperative, small initiatives within community, whereas (A) are willing to bring in new knowledge and practices, and (G) mostly is concerned about community's legitimate position within regional and national governance regimes. There are several common interests in strategies between (P), (A) and (G). To form basis for comparing alignment of local level to regency-, nation- and international level strategies, in following the core is collected and condensed into 9 main categories displayed in TABLE 4, including similar objectives in MJ and KS.

TABLE 4: Village Tourism strategy summary: Categories, Actors, Objectives and Program tools. Source: Author.

Categories	Agriculture, Multifunctionality, Village tourism, Infrastructure, recycle and re-use, Environment, Governance, Education, Culture/Traditions
Actors	Village People (P), Actors in programs (A), Local Governance (G1-G3), Governance region-nation (G4-G5), Business and monetary (M), International (INT), Administration (AD), Tradition-related (TR), Groups and networks (GR), Experts and Education (Edu)
Objectives related to Tourism	Traditional livelihoods, Infrastructure, Organic food production, Waste handling, Village multifunctionality, Technology and education, Development programs, Village (tourism) networks, Promoting traditions, Forests and water, THK- mindset, Collaborative planning and management, Traditional skills and practices, Place-people history, Business skills and Place related working opportunities
Program tools	Support (S), Economic incentives (EI), Regulation and rules (R), Collaboration (C), Development interventions and programs (D), Education (Edu),

Category and *Actors* include the main category with actors included to plan and carry out different actions, and *Program tools* are the mechanisms used to regulate or steer the actions. Similar collaboration in forms of cooperation, networking and group actions is included in all categories, despite of differences in governmental structures of Bali and Finland. In both cases strong regulation is required and preserved within environmental and traditional issues, cursed within business activities restricting planning new activities in rapidly changing business environment. Education is considered important in all categories to change attitudes and the mindset of people in communities, together with economic incentives and supportive examples. In sustainable tourism development, there should be 12 aims of sustainability (UNEP&WTO 2005) targeted, namely Economic Viability, Local Prosperity, Employment Quality, Social Equity, Visitor Fulfillment, Local Control, Community Wellbeing, Cultural

Richness, Physical Integrity, Biological Diversity, Resource Efficiency and Environmental Purity. As we can notice in Figure 26, these aims are well interlinked in village actions and objectives within 9 categories named, all activities can be linked in several categories or aims for sustainability.

Sustainable village tourism development requires a process, where relevant actors participate in planning, activities and monitoring in different stages of the program, as discussed in chapter 2. As we can see in Figure 26, in most of the very practical, ‘learning by doing’- type objectives of MJ presented, more than half of the actors are committed in participating. Least collaboration is in co-promotion and building business networks. This is quite an opposite to KS, where (mostly businesses-related) actor networks and cooperation is seen a natural and effective way of development. This was also well shown in background literature, namely project planning and reports considering KS.

Participate in strategy process of village tourism														
P	A	G1	G2	G3	G4	G5	M	INT	AD	TR	GR	Edu		
1	1	1					1					1	5	education, village tourism
1		1	1				1	1		1	1	1	8	Tri Hita Karana- based tourism
1			1				1	1		1	1	1	7	promoting traditional activities
1			1	1			1			1	1	1	7	combine nature, tradition, agriculture
		1					1						3	collaboration, co-promotion
			1	1	1	1	1			1	1	1	8	collaboration, mindset, rules
			1	1		1	1		1				6	incentives& funding, cooperation
1	1						1	1					5	village home accommodation
1	1						1	1	1				6	village tourism as corporative network
1	1		1				1	1					5	promoting small-scale tourism
1	1		1	1			1	1		1			8	organic, tourism, education
1							1	1		1	1		5	organic farming, ecotourism
1	1	1	1				1	1	1	1	1	1	9	Farming through tourism
1			1				1	1	1		1	1	7	Products for tourist, medical, forest garden
				1			1	1		1			4	Green and spiritual tourism
11	6	4	9	5	1	2	15	10	3	8	10	9	93	
PROGRAM-KS														
P	A	G1	G2	G3	G4	G5	M	INT	AD	TR	GR	Edu		
							2		2				4	easier regulation for business , incentives
1			1				1		1				4	Summer homes to year around easily
1		1					1				1	1	5	collaboration, supporting funds
2		1					1		1	2			7	small -scale, quality farm production network
1							1						1	mindset focusing on well-being
2		1	1		1		1		1		1		8	Family well-being in villages, activities
2		2					2		1	2			9	serve local food for visitors, tasting experience
1	1										1	1	5	Traditional skills
1		1					1						3	History - theme exhibition
1		1										1	4	quiet, clean nature promoted
1							1		1				3	collaborative development programs
1		1					1						4	property availability with promotion
1							1						2	digital business, remote work
1		1									1	1	4	promotion of local services, property
2	1	2							1				7	project for property marketing, education
1	1	1	1				1					2	7	co-operation, networks
19	3	12	3	0	1	1	12	0	8	5	7	6	77	

Most important for MJ:

THK- based tourism development in collaboration with the trinity of DA, PHD, subak and DD (banjar) together with people and international investors. Desired direction for development is to incentivize farming through tourism. ‘Green Tourism’ would include organic production and educative programs

Most important for KS:

Small-scale food production would be the most desirable development path to ensure people’s well-being in the villages, including both residents and visitors. Cooperative Property- and service marketing with education for ICT are emphasized in development. Business cooperation and networking with people and actors would be the key for future development.

Figure 26. A cross- table of village strategical priorities and participating actors in MJ and KS. Source: Author Legend: See Table 4- Actors.

Most important for MJ is ‘Farming through tourism’ aiming to combine farming, village home accommodation and promoting traditional village life for tourists. International help and all kind of

education is very welcome to MJ, and economic impact is clearly highlighted through all programs. In KS, there are clearly less actors participating in village programs, the main focus is within the village people and village level governance. Together with economic possibilities this well supports previous results of village being rather independent, also with mindset focusing on self- help- methods. It seems, that it would be most tempting for KS to develop local food concept, but lack of sufficient population, together with strict regulation is considered as an obstacle. KS brought up several times their development need of ICT- related working opportunities in the village together with property promotion. Within tourism development only small part of ICT seems to be relevant, but property sales and promotion are well visible together with networking programs between businesses and other villages.

5. SUPPORTIVE QUANTITATIVE DATA – ANALYZIS

5.1. Interviews and evaluating interventions

Together with interviews, evaluation about project was asked both by words, and given numeric value between 1-5, where 1= not useful at all, 5= very useful. Only those who had participated project (either with funding or actions), were asked the evaluation. In KS, 4/ 5 interviewees answered, only one of those lived in the village. In MJ only one participated program as a whole, being also main partner to plan the actions together with investors. In MJ, the project concerned about 80 people in total. However, most of them actually were not aware of participating a ‘program’. Supervisor gave instructions what to do, and people participated in small portions of different actions related to village area development. To get people’s voice better heard, also group interview was needed, to ask people how they felt the program in general impacted their life.

In general, MJ rated project GV to be 4,3 about village voice being heard in planning, and usefulness of actions for community compared to time spent in participating. In KS similar rating was 4,0. MJ rated highest collaborative planning process with Finnish partner, planning and financing rated to 5. All other methods were also important with rating of 4. The best developing methods in KS were planning actions together, and participating co-promotion in Hunting- and Fishing fair in St Petersburg, with average rate of 4,67. The next best were language – and culture education of Russia in small groups, and printed brochures, with average rate of 4,5. The least needed were bench- marking meetings with the Russian entrepreneurs in St Petersburg with average rate of 3,67. Success of project compared to planned was also rated from 1-5. Possibilities for Facebook- marketing and integrating local businesses as part of tourism concept were not seen very successful, rating was 3. MJ experience was otherwise worth rating to 5. The outcome of planned action was rated in KS with average of 4,33 for building collaborative network among small businesses, meeting and getting to know one another. International theme to build collaborative tourism between Russian Karelia and South Karelia was seen least successful together with attempt to create ready service packages to be promoted for tourists with rating of 3,33. In overall, when developing network- based tourism activities, interviewees were

asked how useful they think certain working methods are in building a network, with village as a participant. There was a clear methodological difference between MJ and KS only in cooperation with administration and other businesses, together with means of promotion. When MJ considered meetings only worth rating them 3, KS ranked cooperation with administration and other businesses to 4,75. MJ considered Travel Fairs or such already old-fashioned way of promotion with rating of 2, when KS still valued them up to 4,25. Internet marketing together with similar businesses, ICT- education and access to bigger marketing concepts were rated high on both villages.

5.2. Group interview results in MJ and KS

5.2.1. MJ meeting results

In MJ, GV project with building ‘*Umasari*’ had brought some benefit for all the families, but not for most of the people in person. People strongly felt to belong to banjar Pancardawa, not Munduk Jati as a community, even though all the development has been done under ‘Munduk Jati’ name including the nearest Tempek- communities of *Umasari* plot. All the people considered actions of Klien (chief) Banjar to be for village’s best interest. When asked about more general issues related to religion and politics or Jembrana economy, answers were very similar, all either against or along the statement. Because people were actively talking to each other during the meeting, I suspect them in these cases collectively having decided a ‘village opinion’. Opinions were strongly supporting Jembrana regency as a powerful, self- governing area, and DA institution as the base for all decision-making. Possibility of getting financial support from government was considered rather easy by half, and very hard by the other half. This would need further study to identify the reasons behind the experiences. Despite of the results of the interviews promoting ‘special autonomy’ for Bali, people had quite an opposite opinion: 93% of answers were strongly against the idea. Also, there was several times promoted Hindu religion over Muslim within interviews, but people would give equal position to every religion by the majority of 77%. Money over traditions split the opinions. Some people considered money from outside work to be more important, but majority still rated village and traditions as a priority. People would be strongly willing to start organic farming, if they had the sufficient knowledge. Experts and education were highly valued and strongly welcomed to teach better working methods. Project groups with professional management were supported by 93% of the people. Farming was a priority for livelihood also in the future, tourism would be a supportive means. People were willing to participate in any collaborative activities related to religion, but projects considering village development split opinion. The least interest was shown for family- based business collaboration with 40% willingly participating, 27% strongly against the idea. Community development was nearly as important as the religious- related activities. Local environmental issues were not any concern for people, all saying there are no waste management problems in the village. I asked a reasoning, and they confirmed increasing amount of plastic being a disturbing issue, but not a *problem*. On the other hand, changing climate was considered as an issue, and would need actions from those being responsible by 87% of the people. Mt Agung volcano had just started to blow steam, and people were being

evacuated at the time this meeting took place in the end of September. As an extra question I asked about the concerns related to the volcano, and all were mostly worried about fate of Besakih Temple, and crops of rice and cloves in the near future. Results considering the life and tourism in the village, excluding politics and society discussion, were well aligned with interviews: People want to maintain their village as a traditional farming community, but warmly welcome extra income from tourism.

5.2.2. KS meeting results

Meeting with people of KS quite well confirmed the interview results. Slightly over half of the people in KS still believed villages prosperous future. The attitude of the other half was ‘*It will die, the last one will turn off the light.*’ In overall, people still saw possibilities for future, but they would need some ‘*turn towards something new*’ and more activities, maybe some working opportunities via digital technology for long and quiet wintertime. Majority of people in KS felt tempting to participate in suitable village projects also in the future, but they saw a risk of expecting too much, taking too big challenges for small amount of people to accomplish. Most of the people were willing to collaborate across administrative borders, but village identity is highly valued among people, and it should be also brought up to sight also in collaborative projects. Despite of small amount of (rather old) population, people were committed to be a leader for Suomenniemi development. Nature tourism could be prosperous for the village, but quiet winter season was seen to be too long for tourism services to survive. People saw opportunities in new kind of collaboration between tourism service businesses, food processing industry and internet sales- and storage- businesses utilizing existing, empty buildings. Therefore, good maintenance of existing infrastructure was seen important. People were confident, that globally increasing tourism and the growth of nature- and ecotourism trends will also bring opportunities for village in the future, even though they were unsure about Slow Life- and counter-urban trends to have effect on village life. Getting new people to KS would require positive, lively and open-minded village image brought up in network- based collaborative promotion, there is no need for special, hired staff. People had strong trust for LEADER- and other EU- based funding mechanisms to be helpful in the village development also in the future. Most of the people saw the biggest value of projects in increasing collaboration and belongingness, they should bring increasing profitability for businesses, and half of the people also believed projects could increase village skills for future needs. The support of REB was important for all villagers, even though not all agreed it’s now serving the best interests for village, because it lacks power in Mikkeli administration. The role of the REB now is only like a messenger, there should be a member from every village attending to Mikkeli administration, not just KS. Municipal merge to Mikkeli was seen as ‘*the last nail in the coffin*’ for Suomenniemi. People in Mikkeli administration don’t seem to care for bringing up the tourism attractions or opportunities for living in their marketing, and they even not seem to know where Suomenniemi physically is. There would be needed leaders, who have capability to see changes with larger perspective, now it’s only a system of leaders and assistants not able to see the life in periphery. Networking and traditional collaboration with other villages was natural, and it’s

not disincentive to plan collaborative development across administrative borders either. Most of the people considered networking as getting together, changing opinions, having common projects between people and businesses, not usually including public administration. Local and participating network leader was very important, experts or other outsiders were not welcome to steer network actions. In some cases, a team including local leader together with expert was considered useful. Most of the people thought transition management could be professional leadership for common goals, and they were not willing only to adapt changes around them. People were uncertain about the future, but they would welcome a professional collaborative leader to face and conquer the challenges related to village life and environmental issues. Environmental issues raised strong opinions only when related to village waste management. There is no plastic recycling yet arranged, and people would request more professional staff for waste management company to handle practical issues in the village. Environment in general was considered to be in good condition, and people were committed to keep it that way also in the future.

6. RESULTS WITH TIMELINE 2010-2017

To evaluate development between 2010-2017, I need to include themes within RB- frame as an evaluating base on two levels (Figure 27). Level 1 includes strategies, and level 2 Planning, Interventions and investments, as already described in chapter 2.2, related to FPS in figure 8. In following, the focus in more detail analysis is in section of Lifestyle and traditions (L) within strategies mainly related to Tr1, and collaboration within development processes to Tr2. However, all sections are at least partly interlinked, therefore the whole picture is presented to illustrate system- level linkages of impacts in Figure 28 and supportive mechanisms in Figure 29.

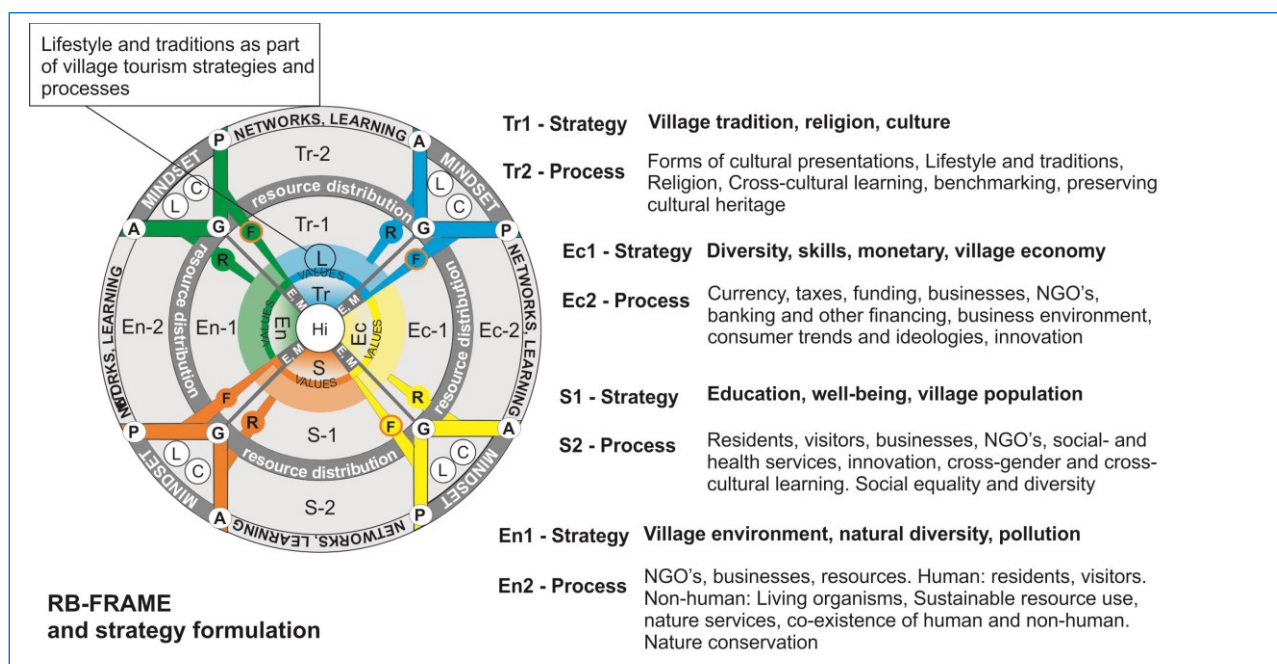


Figure 27. Collaboration required in strategy formulation and processes of sustainable village tourism development based on RB- frame. Source: Author

6.1. MJ- Pendem

Best assets of MJ in 2017 are the location close to Negara town services, good infrastructure (road, electricity, ICT), community with high social capital and strong will to learn new skills to maintain traditional village life, well trusted leaders of DA and Banjar, and clean cultural landscape with ocean- and mountain views. Community of MJ has been *'like this forever'* according to the interview BP (2017). When I first time walked into the village in 2009, there was only a small, walkable path, no electricity, no sounds of motored vehicles. People never had seen a person with blond hair before. The change in this village is quite dramatic with all the infrastructure, increased amount of people from different cultural backgrounds coming and going, but the character and landscape of the area has remained the same. Village strategy as a small, traditional farming community has stayed the same, and they want to keep it that way, as interview BP (2017) said: *'combined traditional with technology, keeping it like this forever'*. Development activities in village environment were totally new for people of MJ in 2009, all the activities were planned based on messages about people's needs, together with one local active member of religious community with *Ida Bagus* caste status.

Village development concept in 2014 was only partly interlinked to tourism, including collaborative activities with village school, systematic development of composting and recycling, creating together with villagers a system for collecting water for garden irrigation, resource mapping of traditional skills (such as handicrafts) in the village, and educating especially women for handicraft work. *Green village-* theme was targeted to support maintaining local culture and traditions, because for local people it was important to find working opportunities for young people also in the future. Donations via BY association were targeted to develop well- being with better hygienic, infrastructure with building traditional character and identity for village, and continuing to support urgent needs of village families also in the future. Cooperation with administration to form legal basis for social- oriented tourism business was noticed in DA, and also in District administration: Actors received a Tri Hita Karanadiploma *'for participating in Categories of Green Village Development program and Sustainable Tourism Development'* in September 2014, granted by Chief of District and Chief of Pendem. In TABLE 5 presented the development path from 2010 to 2017. Information 2010-2014 is based on project presentation for administration and actors in 2010, project reports and plans, activity reports and plans of BY between 2011- 2014 written as a summary in 2013, and interviews in September 2017 (Project documents 2017).

There is a visible snowball- effect in strategies from 2009- 2017. Starting small village- based tourism activity as an example in one Tempek is now a regional tourism strategy, and starting in June 2017 also national tourism strategy has a subsection of *'village tourism'* (Teguh 2017). There is no evidence about this development by any means to be related to MJ project, but the trend has been following all the ideas presented to administration and actors already in 2009. *'Learning by example'* – theme came up also in almost every interview, so tradition to copy and pass on quickly any

opportunity for better future seems to be a method for development also in larger scale. Five Pillar Foundation program realizing the potential already have started actions with youth in the villages. On the other hand, changing administrative processes or official mindset can be a very long process, because it includes interlinked traditional regulation and national as well as regional legislation, together with reliability issues in administration. This can be noticed in never-ending process of applying legal status for social business model including international funding partners of Umasari villas.

TABLE 5. Strategy changes in MJ between 2010-2017. Source: Author.

		2010	2013	2017
1	Agriculture	To help people with seasonality problem by teaching new options for cultivation (chili, tomato)	To help building irrigation system for dry season plantation. Support rice cultivation with maintaining funds for rice paddies	Participate in DA and Banjar organic program, to arrange irrigation for organic planting
2	Multi-functionality	to build villas to provide work and education in building tourism services and gardening, planting fruit trees for dry farm products	To maintain training program of services and language. Create opportunities in products sales	Working in building sites, organic farming program, DA project for tourism and forest gardening
3	Village tourism	to build a concept of village tourism with visitors taking part in village traditions and everyday life	To promote Pendem attractions, village traditions and villa accommodation services	To promote accommodation services and cultural, environmental attractions in Jembrana
4	Infrastructure	to build road, electricity and internet- access for visitors and villagers to use. To help repair houses and build sanitary systems	To help building village identity with traditional symbols for family homes and village entrance	To participate in building Green Jembrana tourism concept together with DA, DD, District and regency. Maintain traditional village.
5	Recycle and reuse	To teach composting and recycling	To teach recycling, organize collecting plastic in village	Glass and metal recycling, (cow)composting started, to start plastic recycling
6	Environment	To teach organic farming with compost material, to teach meaning of recycling, to create incentive to maintain traditional landscape through tourism	to teach meaning of recycling. To provide equipment and education for garden maintenance	to teach meaning of recycling, keep traditional landscape open and cultivated.
7	Governance	To negotiate legal status for social business model of Umasari with proper building- and business licences	To negotiate legal status for social business model of Umasari with proper building- and business licences	To negotiate legal status for social business model of Umasari with proper building- and business licences (complete in 2018)
8	Education	To teach people customer services, business skills, gardening, English language and computer use. Cooperation with village school.	Continue English program and training to tourism services, twinning local school with a Finnish school for cultural exchange	Experts and volunteers to help with organic production and marketing
9	Culture	To promote local specialties (music, dance) to tourists	'Visit village home'- concept promoted for villa clients. Possibilities to participate local traditions.	Strong promotion for village musical attractions together with DA Dewasana project via social media

6.2. KS- Suomenniemi

Best assets of KS in 2017 are the location by RD13, quality of infrastructure, lakeshores of *Kuolimo* and other smaller lakes, water access to lake *Saimaa*, unique history, still vital services and high amount of social capital with skillful people and strong will for collaborative activities.

In Finland, the idea for further actions of areal development in 2014 was formed from BS participant's point of view, to increase the power of areal marketing. The key elements for continuing activities with or without funding were collected from discussions and surveys during the projects, and discussion with actors and participants after the project. There came up a concept for network-based village tourism marketing for Eastern Finland. It was clearly related to tourism, aiming to form independent marketing groups of small businesses, associations and other actors willing to promote their services together, with border-crossing idea between LAG- areas and also between Finnish groups and Russian groups. This type of network could be based on reference groups formed with like-minded people and capabilities for collaboration, and there came up three different groups, that need to be taken into consideration if planning such activities. I named those groups as 'active group' 'follower group' and 'passive group', which all have different position in forming collaborative actions. (Project documents 2017).

Sparsely populated rural areas in the Eastern Finland consists of small communities with special identities and services, and co-promotion would bring larger scale markets available with minimal cost, using only one person as a network leader to collect and distribute information, and handle budgets and payments related to marketing, education, meetings or other purposes within for instance regional area. Theme-based tourism experiences and marketing packages would better serve international tourists, who don't really care about municipal or other administrative borderlines. I presented the idea for all participants in BS, West Saimaa LAG and Savitaipale municipality, but there was not sufficient will or funding mechanisms to develop the idea into practice. However, similar content can be found now in the West Saimaa LAG strategy (2014-2020) as business network development agenda (Project documents 2017; LEADER Länsi-Saimaa 2014). During the interviews with (P) and (G) of KS there came up two village-related projects, which seemed to have strong impact on both economic, and especially social life of KS. Project SE planned to form village associations within Suomenniemi municipality during 2004-2006, and a project KP in 2010-2012 applied for building a scenery tower, trekking paths and boat docks by the village community. Village activity plan for KS was originally made by village association in 2005 after KS village association was registered, and the plan was renewed in 2012 (Kauriansalmi 2017; interview FG 2017). Certain strategic similarities are found in all the plans, projects and reports related to KS village area. In following, a short illustration in TABLE 6 of KS development path from 2006 until 2017. Strategy of 2006 is based on report of village interviews and village meetings during project SE in 2005, 2012 is based

on KS Village Plan of 2012, and 2017 interviews and participatory meeting with village members together with updated village plan (See also: Project documents 2017).

TABLE 6. Strategy changes and strategy connections to tourism in KS between 2010-2017. Source: Author.

		2006	2012	2017
1	Agriculture	Develop sales network of local bakery products within limits of EU-regulation	-	new and open-minded thinking about possibilities for young people starting to cultivate clean, organic food in large scale.
2	Multi-functionality	Tourism services and accommodation promoted to increase activities during quiet wintertime	More production (SME industry) and (tourism) service-related working opportunities to insure and increase areal vitality	New working opportunities related to ICT-technology development plans. Develop nature-related tourism services, farm tourism
3	Village tourism	Nature – related tourism activities, such as trekking paths along historical borderline. To bring up unique historical values in marketing	Tourism development is the best and most natural way to increase working opportunities	Tourism related to fishing, trekking, being in the forest
4	Infrastructure	Changing summer homes for year-around use, fully utilize existing economic, natural, location and service potential for tourism	Create and maintain high standard ICT-technology as a basic need for working and well-being. Active promotion of empty property to get new inhabitants. Secure roads.	Promote existing, empty buildings and plots of land for sale. Look for investors to wake up 'Puolmatka' for business. ICT technology for everyone, Secure roads
5	Recycle and reuse	To move away waste collection point from the rest area by the lake	-	Attitude change to start recycling already in the kitchen
6	Environment	To develop the looks and signs of central business environment and road sides in KS to lure by-passing people to stop for services. To bring up the traditional features of each village landscape in marketing	To maintain and protect valuable, sensitive natural environment. To utilize Lake Kuolimo and natural environment in general for tourism service production. Landscape maintenance.	To protect lake Kuolimo from pollution. To consider continuous growth-method instead of clear cut in family forestry.
7	Governance	Active participation in village association also by 'non-permanent' inhabitants	village plan to bring up development needs and ideas of Suomenniemi area for administrative use	Active participation in Suomenniemi REB division of Mikkeli municipal governance
8	Education	More permanent inhabitants will increase social capital in the village. Support cooperation between people.	-	ICT-related courses for villagers, mindset changing about waste, climate change. Tourist guiding (fishing, trekking)
9	Culture	developing and maintaining village traditional livelihoods. Bring up history and traditions in marketing	Bring up history and traditions in marketing, as a basis for tourism.	developing and maintaining village traditions, Bring up history and traditions in summer events

As we can see in TABLE6, tourism is interlinked directly or indirectly in several categories. Tourism would bring new working opportunities, secure the existing services, and infrastructure already gives

an opportunity to plan different type of activities in clean, safe and well-organized environment. People's needs have not much changed within past decade, and there are very few innovative ideas for future presented. In all strategies promoting new use for existing, previous farming- related buildings and supporting year-around living in village are brought up as methods to slow down or stop the loss of population. Project KP during 2010-2012 was a collaborative effort of KS to build attraction for tourists and for locals, but there is not a single mentioning about this in any of the strategical plans. Why? During the interviews, it came very clear to me, that this project was a very significant effort for the whole community of KS, both for social and economic reasons. People also would like to do something similar in the future, if just would get some reasonable idea of what to do, as project left a 'spark' for development: *'In my opinion, 'the tower' was totally pre-eminent project. And then the paths and everything related to it. And it still is, even after seven years... in 2010 it was built. So, it's still popular and has proven that way to have the power. Just to realize it was worth building'*. (FP 2017)

7. ANALYZING STRATEGIES AND COLLABORATION

7.1. Organic Village MJ and Smart Village KS- action impacts

To conclude results of project reports, interviews and village meetings, next presented some factors related to strengths, weaknesses, opportunities and threats in building village resilience with tourism activities. Illustration in Figure 28 connects factors from FPS together with strategy level (1) and Process level (2), which are presented within village environment as 'Local impact' and strategy level within 'National and international impact' to illustrate the depth and power of different actions to systems (See also Figure 29). Strong collaboration between actors, governance and village people is needed, and both MJ and KS have a strong and committed local governance, which is also participating in areal administration to bring up 'village voice' in decision making. In village level, everyone realizes village's needs and opportunities realistically, even though actors and governance have different angle than people to face the challenges. Strategical differences between MJ and KS village tourism today are concluded with names: *Organic Village* (MJ) and *Smart Village* (KS) based on their strategical preferences.

There is a clear difference between MJ and KS related to risks and opportunities due to international economic fluctuation and seasonality. The strategy of MJ is based on several local activities to mitigate seasonality, partly caused by climate change, when strategy of KS is relying on technical solutions to grow the appeal of natural environment as clean and inspiring working place or a long-term holiday destination. Climate change is not any significant concern in KS. Still most of the income (for instance wood sales prices, holiday house rental) is depending on international economy, and impacts depending on global phenomena to local economy can be fast and strong, for good or for bad.

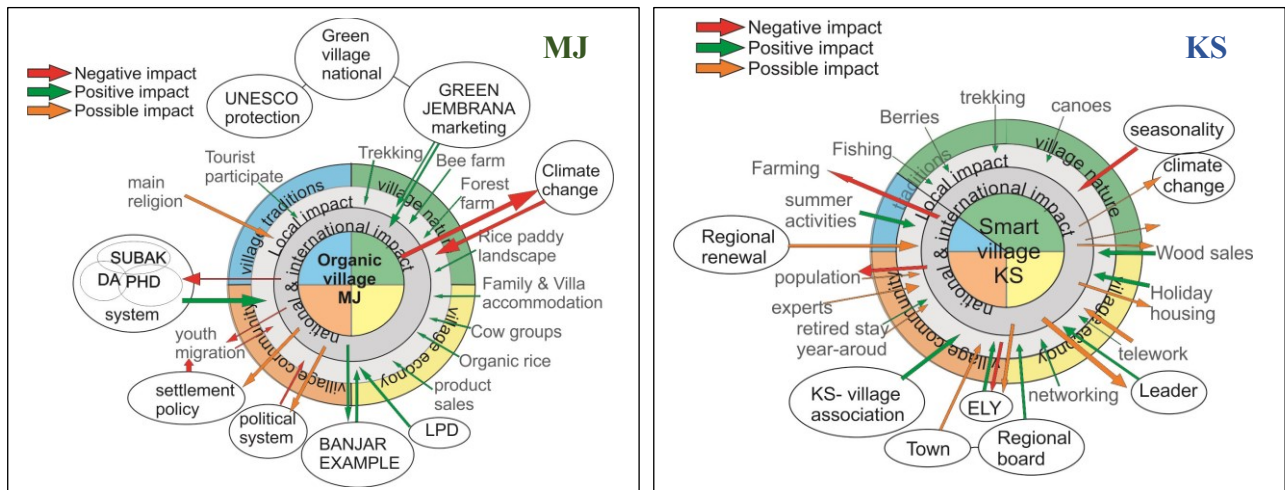


Figure 28. Positive, negative and possible impacts of current strategies considering MJ and KS traditions, environs, economy and community. Source: Author

When comparing desired identities of village as being ‘*Organic Village*’ and ‘*Smart village*’ and strategical approach of (P), (A) and (G) in local development to achieve the desired identity, there are some remarkable differences between MJ and KS in what they want, and what they actually do to get that. As an *Organic Village*, MJ underpins traditional, THK- based livelihoods and lifestyle as base for village tourism, and nature- loving, responsible and culture- respecting short-stay visitors are the target group for marketing.

KS brings up a *Smart Village*- identity aiming to lure educated and young people to live and work in the village, not by actively promoting attractions or activities for visitors, even though nature tourism is considered an opportunity for increasing at least summer time activities. ‘*Smart Village*’- strategy follows quite closely to Ferro et al. (2013) definition for Smart City, where “*A city is smart when investments in human and social capital and traditional (transport) and modern (ICT) communication infrastructure fuel sustainable economic growth and a high quality of life, with a wise management of natural resources, through participatory governance*”

MJ strategy can quickly adapt on rapidly changing operation environment in society, and it is not depending on administrative funds or systems. KS aims for long-term results by building solid population base for existing businesses and well-being services, not by increasing activities with development mechanisms. MJ rely on strong local leadership with DA, PHD and Subak- institutions, actions based on ‘learning by doing’- method and following examples and expert advice in local development. In KS, local cooperation of skillful people within village association and deciding local matters together without administration to interfere, is highlighted. More local power in decision making is expected with new regional administration starting in 2019. Tourism in MJ is a supportive, additional source of income for agricultural production, not a priority development goal itself. In KS tourism now is visible only when holiday houses are occupied, and strong impact of seasonality

(winter) is considered as a major obstacle to develop sustainable tourism- related services in the future either. People would like to develop traditional food- related tourism, but they consider it impossible due to complicated EU- funding mechanisms and strict regulation vulnerable to changes. Most of the desired nature activities for visitors are non- profit nature services based on every man's right, and they have very little impact on village development without systematic product designing.

7.2. Collaboration in activities and supporting mechanisms

In MJ, village development efforts are supported by local, traditional institutions, local administration (DD) together with District office, and Jembrana regency. Supportive funding on national and regional level is based only on their own strategies, and possibilities to apply funds for small village projects are considered very limited. However, in some cases government support is available also for local programs, if action group can prove their progress, as was the case in building Dewasana- tourist attraction. Project was started with community collaborative work (*Gotong royong*) and Chief of DA private funds, later progress was proven to DD, and District granted funds for completing the road from infrastructure budget.

In KS, there are several mechanisms for supportive funds, depending on project size, project plan and participating actors. Village association can apply funds for instance from town administration via REB for small activities supporting existing action groups, and for bigger projects supportive funds can be applied from LAG, if the project suits to the strategy of current funding period. ELY- center grants business support for expanding activities, and for agricultural production among other purposes. Applying funds and project reporting is considered often too time consuming or difficult compared to total benefit, also changing regulation along with funding periods make systems often too demanding for small associations and entrepreneurs in village level to cope with. LAG's and town administration have already noticed this, offering support for filling up the applications.

In Figure 29 simplified illustration about main structure of support – and collaboration system of MJ and KS. Even if in MJ all actions are at some level related to all four main themes of sustainability based on local community needs, illustration based on interviews gives an idea of supporting network and collaboration in general. Regency governance is in center role for developing infrastructure and providing support for village well- being on administrative level, and it gets funding from nation state via hotel tax and infrastructure development budget. Administration has straight hierarchy starting from DD, as village level actor and messenger. Banjar works closely with the trinity of DA, PHD and Subak- institutions, mainly to maintain traditions, including traditional livelihoods. International actors get their funding from other countries, and they have direct impact on village community and economy, mainly by providing working- and training opportunities for local people.

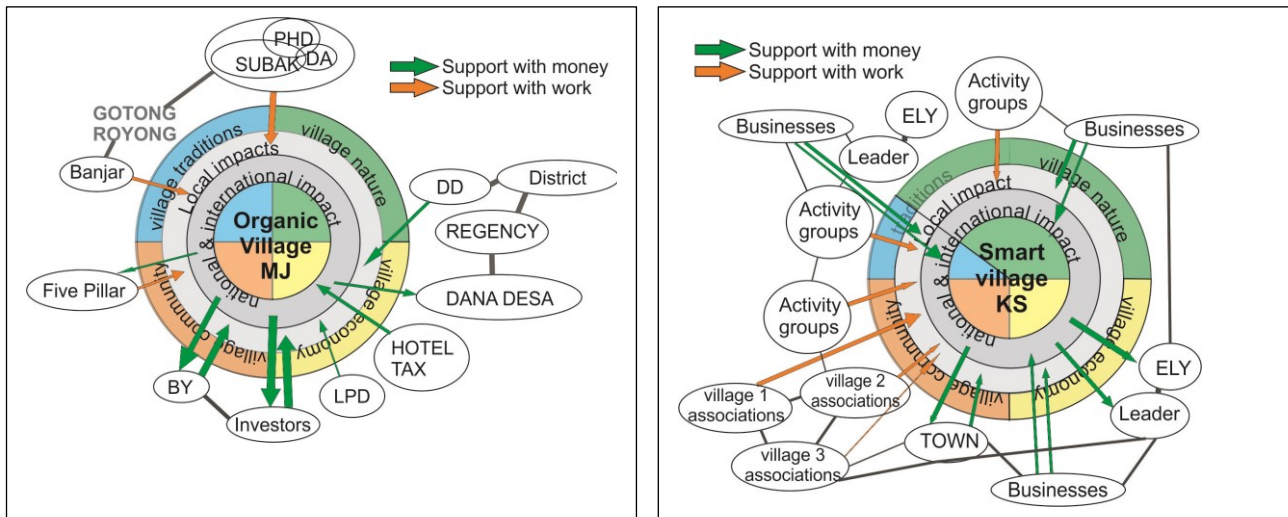


Figure 29. Illustration of collaborative activities, supportive mechanisms and the impact of collaboration within and between FPS in MJ and KS. Source: Author.

As we can see above, in MJ supportive money follow certain fixed routes, and horizontal collaboration is limited within traditional part as one ‘camp’ and administration related to community infrastructure as another. Investors and organizations form third, separate group with scattered cooperation with both of previously mentioned ‘camps’. Local banjar ‘*is welcoming any kind of activity*’ (interview BA2, 2017), but not willing to participate in actions decided or planned outside of traditional institutions. National support follows administrative hierarchy, and cooperation with other supporting actors, such as investors and associations, still is not working on practical level.

In KS, networking and horizontal participation between different actors, businesses and even administration is natural. Some village members are participating in several administrative divisions and executive boards in town administration, banking and even religious and cultural governance. Most of village members have strong networks built with several activity groups, local or even international businesses. There are not any fixed mechanisms for village collaboration, networks are openly transforming together with changing needs. Funding however, is strictly bound to EU- based mechanisms, and it’s been considered by all the interviewees to be stiff, difficult to use and demanding too much administrative work. Different collaborative networks between local action groups and businesses have in some cases used their private funds, just to get needed actions done in desired time.

7.3. From Villages to World- strategic pathways

Strategy coherence related to village development, is in following evaluated based on UN Sustainable development goals (2017), and Sustainable tourism strategy of UNWTO (2005) related to these goals with five levels of areal strategies also discussed in chapter 2:

1. **International** strategy in Indonesia according to GSTC criteria (GSTC 2018)

2. **EU** strategy according to Strategy of European Tourism development and actions (AALEP 2015), and **ASEAN** tourism strategy plan 2016-2025 (ATSP 2016)
3. **National** tourism strategies based on Sustainable Tourism Development- Key Concepts, Principles, Best Practices and Challenges in Indonesia (Teguh 2017; Kemempar 2017) and Suomen matkailustrategia 2014-2020 in Finland (Visit Finland 2013), Suomen matkailun kasvun tiekartta 2015-2015 (TEM 2015) The Finland we want by 2050 – Society's commitment to sustainable development (MEE2014)
4. **Regional** tourism strategies of Jembrana in Indonesia (Ratu 2017; Bali Clean and green 2011; Teguh 2017) and Strategies of South Savo and South East regions in Finland (South Savo 2014; Savon Sanomat 2016; Visit Mikkeli; Pitkänen et al 2015).
5. **Local**, village development strategy of Pendem (interview BG, BP 2017), and Kauriansalmi (Kauriansalmi 2017, interviews FG)

The core idea was picked from each strategy for comparative purpose using also filling material available in the internet, such as strategy reports and some news articles considering *Green Village* rewards, and areal tourism promotion sites (Berita Bali 2017; Itdc2017; Indonesia tourism 2017; Kemempar 2017).

As can be noticed in Figure 30, 'Green village' tourism concept starts from micro level in MJ, and step-by step, by rewarding 'the greenest' villages on every level, the same strategy is scaled up when presented through all the levels until international GSTC (2018)- criteria. Pendem (DA) is one of the five villages, that have received 'Green Village' recognition on province level (Nusa Bali 2017). The criteria of ISTA, according to Deputy of Tourism Destination and Tourism Development of the Ministry of Tourism Indonesia, is based on the criteria of the assessment of the Minister of Tourism Regulation No. 14 of 2016 on Guidelines for Sustainable Tourism Destination. These guidelines adopt the international GSTC- standard has been recognized by UNWTO and serve as a reference for government, local government (Pemda) and other stakeholders. The aim is to encourage parties to develop innovative sustainable tourism products and increase collaboration by mobilizing public and private sector for participation and cooperation at the destination level. Government is confirmed to be committed to sustainable tourism development. National winner continues to compete about ASTA (Asean Sustainable Award) title. Rewarding events are also a part of promotion and branding on national and international level (Pikiran Rakyat 2017).

7.3.1. MJ strategy scaled up



Figure 30. Sustainable tourism strategies and strategical development support scaled up from local to global level- MJ Indonesia, based on ATSP (2017), Teguh (2017), GSTC (2017), Ratu (2016), ASEAN (2015), Putra (2010) . Source: Author

7.3.2. KS strategy scaled up

Situation in KS is quite different, as we can see in Figure 31. People's needs, networking and small-scale place- related activities are highlighted in municipal level strategies but tourism development itself is not brought up as a strategy, it's mostly presented as a sub section to economic development. Sustainability is not brought up as development guideline, but it's realization considering environmental issues and people's activities has been tried to confirm by administrative and legislative rules and regulations, rewarding is not a typical way to motivate actors in Finland. Different high- tech and education related programs, such as HINKU²³ are means to build strategical 'Clean and professional'

²³ HINKU means a carbon- neutral municipality committed to reduce carbon emissions 80% by the year 2030, measured to start from 2007 level.



Figure 31. Sustainable tourism strategies and strategical development support scaled up from local to global level- KS-Finland, based on GSTC 2017; EU 2010; Visit Finland 2018; Visit Finland 2013; South Savo 2013; Mikkeli 2018. Source: Author

image in municipalities and towns by using nimby- protection and self- governance tools. Sustainable tourism in Finland on strategical level can be found in LAG's principles and municipal, regional and national strategies, but at least I can see a gap between village strategy and sustainable tourism strategies in larger scale. Sustainability as a term with clear definition is brought up only on EU- and World-scale strategies, otherwise it's been 'hidden' inside activity plans. Also interview results confirm the finding, that in lower level strategies 'sustainability' is a shapeless term without a clear thematic content.

Willingness for collaboration by networking, and both vertical and horizontal cooperation on strategical level is well visible in the strategy of KS. They expect Mikkeli town to help promoting local, village services and property, and they are willing to form business- or community groups to increase social capital. When I went through local tourism- related internet- pages, I still could not find any

notion of any villages or their activities in municipal- or regional level. Hiking trails and such, among some of the rental cabins could be found, but as a place KS among many other villages has literally vanished from the map. Water is a common resource for tourism in Finland, and a brand ‘Lakeland’ is under development nationally to supplement already internationally known ‘Lapland’ brand (Visit Finland 2018), but this ‘water’- theme again is scattered and instead of one theme, it’s interlinked to certain names, like ‘Lake Saimaa’

The basic principles of LAG’s based on LEADER- philosophy are highlighting locality and people’s needs as a basis for development, promoting small-scale development activities. Similar ideology can be found also in Mikkeli (2017; 2018) town strategy in the form of REB’s. However, all interviewed were concerned about their ability to actually have meaningful participation in governance, and about the lack of practical actions for development even when village needs already have been noticed. KS feels it lacks power, even if REB is well appreciated, and there are representatives in REB, Town council and economic division from the village. One interviewee (FA2, 2017) also was aware about REB being at risk to be winned out by Mikkeli town, *‘as if it would not be considered necessary’*. This would isolate KS even more from any kind of visibility related to marketing, town activities or service collaboration between other villages. This raised also concern in larger scale: What happens to Mikkeli town in the future and what will be the impact of regional reform? Interviewed FG (2017) said:

‘There are maybe 14 cities, that are still developed, and Mikkeli is not among those. So, only those cities are developed, their image grows, and the rest are just left to survive on their own’
‘We don’t know the rules after ELY will be transferred under new regional administration. There is a risk Suomenniemi will be totally forgotten, if there will be some lobbying.’

The strategical approach for nature- related tourism, people’s well-being in general, and bringing up the uniqueness and cultural integrity of local communities are not brought up as a strategical value in whole. All areas have special, place-related focus in their strategies, they are not promoting together the goals of sustainable tourism on larger scale. South- Savo regional ‘water on sight’- strategy has all the same values that were highlighted also in KS interviews and participatory meeting: Silence, well-being, clean lakes, hospitality, history, traditions, cabin and sauna, authenticity.

7.3.3. Strategy changes considering MJ and KS 2010-2017

In following, TABLE 7a illustrates the main strategical changes in MJ, TABLE 7b in KS. The change in tourism strategy of MJ between 2010-2017 is remarkable. National master plan of 2010 has been transferred during 2012-2017 to province- and especially regency level under one, ‘Green tourism’- theme. Each regency has their own priorities for local level development depending on their resources, and similar freedom is also on village (Desa) level. Pendem has been the first following this kind of ‘Green theme’, and Pendem is well committed to continue local ‘green development’ using organic farming (mainly rice cultivation) and related cultural features as its main resource.

Nature, Sauna and rural traditions, local food and quiet, clean nature with lake environment, and modern technology integrated to well-being and relaxing are the main themes in Finnish tourism strategy now. This kind of content can be found in national, regional and village level, but there is not a single umbrella theme, one sentence to tie up all the sectors and subsectors. Actions and goals are hidden under the main themes, and this sectoral thinking makes it difficult to form a clear picture of development agenda or actions related to them. There are not much changes in this main strategical thinking, because the SWOT of Finnish tourism has not much changed within past decade. However, national direction is pointing towards more digital, high-tech and value-added tourism services with relatively high price tags, and that makes me wonder, what will be the future of small, family-based entrepreneurs of the villages in this competition?

TABLE 7a. Strategical changes considering village tourism development in MJ 2010-2017. Source: Author.

	2010	2014	2017
Pendem	No tourism strategy	Green Village- concept started in 2012	Green village and Organic Village, Five Pillar program.
Jembrana	No tourism strategy	Green Jembrana	Green Jembrana. 1. food, clothing. 2. health and education. 3. customs, religion and culture. 4. labor and social security, 5. tourism. 6. good governance. (Bupati Jembrana 2016)
Bali	Build infrastructure in NusaDua – luxury image	Green and Clean Bali, follow master plan	Green and Clean Bali, follow master plan
Indonesia	Wonderful Indonesia - Master Plan 2010: 1. Pro-poor, 2. Pro-growth, 3. Pro-job, and 4. Pro-environment (MTCE 2012)	2012 Green strategy with core of 1: Change of Mindset of all stakeholders 2: Sustainable Tourism Indicator development, adaptation and adoption 3: Accustomization of the New Mindset on Green Jobs and Sustainable Tourism 4: Introduction of Strategic Management, Control Mechanisms, and Enforcement (MTCE 2012)	Highlights: International conference on sustainable development, cooperation with UNWTO, GSTC, Swiss Contact, GIZ. 2. Wonderful Indonesia network, 3. Sustainable tourism observatory, 4. Sustainable tourism Certification, 5. ISTA-awards, ASTA- awards, 6. Prototyping implementation Std 20 Regency, 10 destinations, Priority destinations, 10 ecotourism sites. (Teguh 2017).

TABLE 7b. Strategical changes considering village tourism development in KS 2010-2017. Source: Author.

	2010-2014	2014-2017
Suomenniemi	Nature, History, Services	Lake Kuolimo, History, Property
South-Karelia region	Saimaa-brand, Water, Nature experiences, Russia and border area, Karelian culture (Leader Länsi-Saimaa 2014)	Well-being, culture, seasonal product designing. Local food, silence, combining culture and nature. (ELY 2013b)
South-Savo region	Tourism clusters, nature activity services, water, culture and well-being themes, service chains. research, developing processes (Etelä-Savo 2013;2014)	Lake Saimaa- brand, international business, customer-based service designing: Holiday housing, local food, unique experiences (South Savo 2014)
LAG Länsi-Saimaa	Functioning food chains, Forestry and bioenergy, Tourism, Local economy and communities, Leisure housing, Natural resources as a strength, Rural infrastructure, Strengthening entrepreneurship (Leader Länsi-Saimaa 2014)	Strengthening tourism- related businesses, innovation and potential entrepreneurship, model and working template for collaborative business network. (Leader Länsi-Saimaa 2014)
LAG Veej'jakaja	Strengthening infrastructure for rural vitality, Improving the well-being of people in rural areas, Developing rural livelihoods (Veej'jakaja 2014)	Opportunities for rural living, Multifunctional livelihoods, Utilizing clean, safe, quiet and relaxed environment in product designing, youth committed to develop their home region (Veej'jakaja 2014)
Finland	Unified images about Finland, continuous service chains, fluent accessibility, research and education, developing infrastructure, tourism- related regulation, work distribution of the actors, strategy related funding (Visit Finland 2013)	Support existing tourism clusters, Unified image about Finland: Nature and water, Summer and winter. Main themes; FinRelax – leading well-being destination. Archipelago promotion. Leading stopover-country. Digital marketing. Sustainable water tourism cluster with bioeconomy, clean tech and digitality. (TEM 2015)

8. SUMMARY

To summarize, I next place the results to FpF-frame of both cases to form a present time picture of the strategical path from village level to the world, and to point out factors that would need closer attention. FpF illustrates the meaning of each petal of sustainability for the village: environment, culture, economy and society in present time. Society in this picture is only related to village, its position as a unit of society system. The Stem represents supporting or weakening factors to keep flower straight up. The leaves give an idea about current resource base as capabilities, and the pot is the society system, where this flower has been planted to grow. In the discussion- chapter findings are evaluated within key concepts and strategies cross-examined with RB- framework. The center of the flower is opened to draw RB- frame and to see in detail, how resilient is the village to reproduce healthy future practices. All elements of FpF need to be in balance to represent properly functioning, balanced village system, and imbalances in picture aim to illustrate the needs of development in both

cases. Finally, the results are compared and contested with each other as learning experience, but also to reveal the possibilities to develop the strategy in context of time from past to the future, to build a mirroring FpF reflecting processes and systems from past to the future.

8.1. FpF of MJ

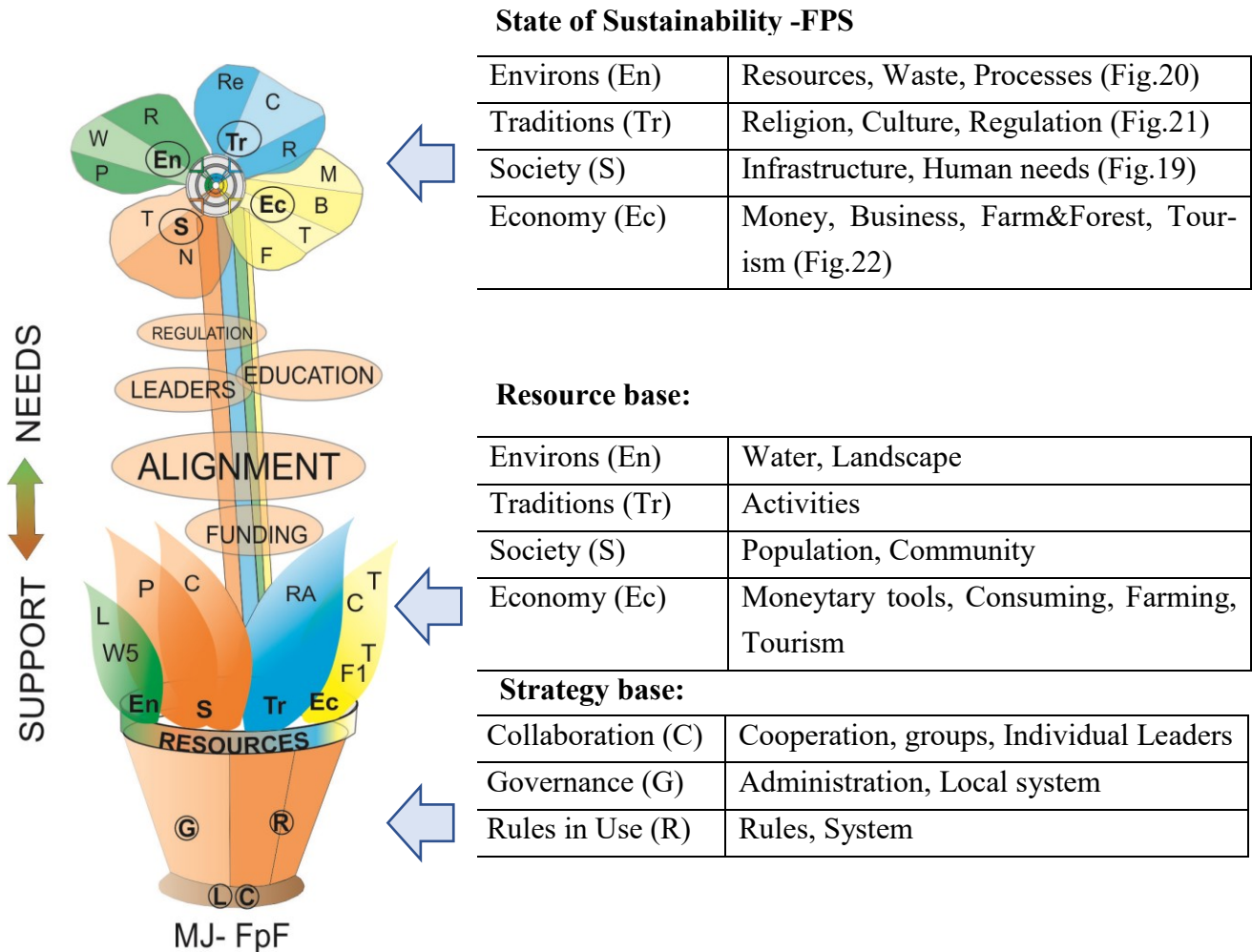


Figure 32. FpF-frame of MJ illustrating the balance of village system and development strategies. Source: Author

FPS in MJ is well in balance, as can be noticed in Figure 32. All four petals are interlinked together via Balinese Hindu-religion and THK- philosophy as a common value base for the Balinese society, which are also considered legitimate in Indonesian constitution. MJ has strong local governance mechanism relying of trinity of DA, PHD and Subak, which is clearly working in close cooperation to banjar administration. Local leaders in DA are highly respected and trusted to support village development with vision of ‘Green, clean and professional’ to sustain village as traditional farming community with better educated and responsible residents. Natural resource base is limited only to cultivated land and forests, but natural resource management locally, regionally and nationally is committed to preserve the environment and bring ecotourism- type of tourism activities for increasing

village income. Funding mechanisms of LPD and government projects support tourism, based on local traditions. Traditional Economy is vulnerable to climate change, means to adapt this change are now important development topics also in the administrative level. With increased tourism activities, economy and infrastructure in MJ have rapidly improved during 2009-2017, but village economy still is far below national average. Modernization has brought already technical infrastructure to village by foreign investments, and government effort to build welfare also to rural villages is visible in form of local healthcare services and preschool for children. Village is still rather isolated from the town nearby, but negative impact of increasing connections to modern technology is already visible in form of plastic waste and consumerism, which are considered as worst problems among climate change affecting on farming and other local traditional livelihoods.

The impact of GV- and governments projects in system level can be considered rather weak with only economic and social support for FPS. However, actor's and investors commitment to respect local culture and governance system as a starting point has caused birth of new collaboration mechanisms between traditional, strong local governance and group of international people in MJ. Joined interests and shared value base have amplified impact both in economic, but also village society level, and dragged up also village traditional values together with natural elements in development discussion. Joined efforts to build infrastructure and new livelihoods with education have created a positive snowball- effect in the village and beyond.

There is a direct strategical path from the ground until to the top in MJ: 'Green tourism' defined by MTCE (2012) is one of top priorities in each level after human basic needs, working opportunities and culture. Even though there are still misuses of administrative funds due to corruption, all data points to direction where more strict monitoring and improved governance in overall will prevent criminal activities. Education, LPD as funding mechanism as well as international willingness to invest in growing green tourism give MJ development support in all main themes.

8.2. FpF of KS

KS is a typical rural village in the Eastern Finland, and clearly suffers lack of value- level support to form a sustainable strategy based on tourism. FpF in KS has a slight imbalance, as Figure 33 shows. One reason for this can be loss of traditional livelihoods as base of rural living, even though village has long history since 17th century instead of municipality being a product of welfare state building after WW2. Common value base today raises from historical borderland stories and traditional food, instead of livelihoods or religion, even though Suomenniemi has strong religious (Lutheran) community. Local identity has strong bond related to previous municipality area and the 'cocco' bird as Suomenniemi symbol. Residents express having lost a part of Karelian and Suomenniemi identity in merge to Mikkeli in South Savo, they are not happy with town support in promoting village as an equal part of town. They hope, that regional reform brings decisions closer to the people, but at the

same time are afraid, that ‘Suomenniemi will be totally forgotten’. Village worries are supported with lack of areal internet marketing and rumors implying to wind up REB (the only administrative collaboration mechanism for villagers) as not being necessary.

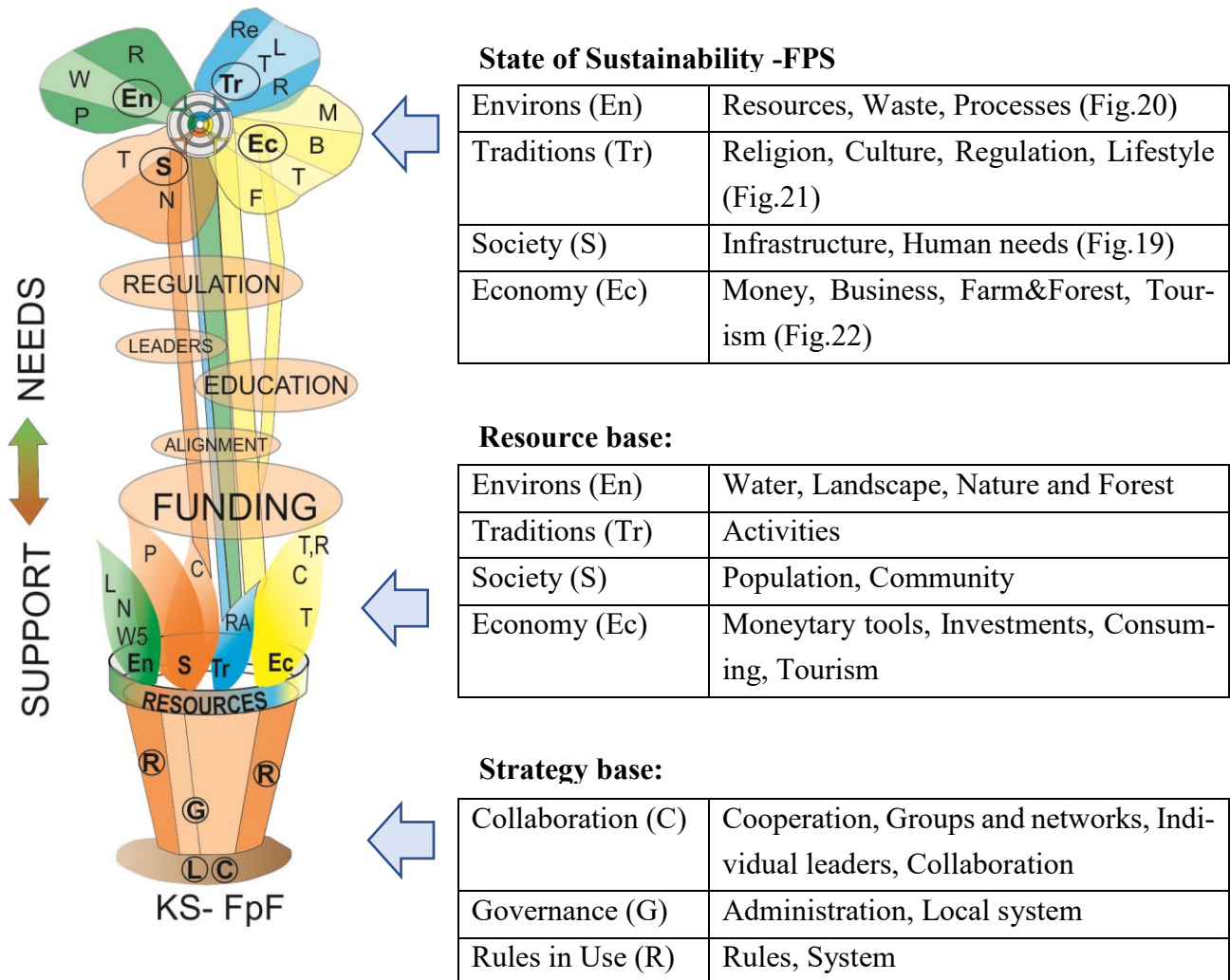


Figure 33. FpF-frame of KS illustrating the balance of village system and development strategies. Source: Author

The resource base in KS is strong, even if not very well in balance. The lack of population worries villagers, but at the same time social capital has got stronger with increasing year around holiday housing and highly educated residents, new business networks, as well as new collaboration with Mikkeli town in form of REB. Village association as a legitimate unit of local governance has several members with university degree, which is remarkable when compare to typical villages in the Eastern Finland with less educated, mostly retired farmers. KS trusts in cooperation with other villages and believes in KS capability of being a leading village in Suomenniemi development. Economy mostly is related to small-scale forestry and working in towns nowadays, because most of the traditional livelihoods with farming already have come to an end. Lakes and forests as natural resources are clean, well maintained and highly respected both as leisure activities for residents, but also as a

potential for tourism. However, there is a common disbelief in village to be able to maintain tourism activities year around, winter season is considered as main barrier to sustainable nature- based tourism economy.

There are several economic support mechanisms for KS to use in development: Veej'jakaja (2014) strategy promoting rural living opportunities and multifunctional livelihoods, national and regional strategies supporting local food, holiday housing and nature-related tourism development together with business networking within 'clean, safe and quiet'- themes correlates well on the needs of KS related to tourism and living in the village in general. The challenge lies in forming a one, bridging theme to include concrete meaning for grass-root level, and helping to apply supportive funds within such a main theme. Now the support is a bit spread around and therefore difficult to focus on theme-based sustainable development. This diaspora of support is also visible in administration: There are several administrative systems with their own policies and regulations to consider in planning tourism activities.

The impact of BS network- based development activities to KS was rather weak in system level, even though social capital got stronger with new networks, skills and business opportunities for participants. Local interventions (SE, KP) have had significant positive impact on village system with governance structure and building infrastructure, strengthening social capital. However, strong local village system is at present time like resembling a 'Gallian village in Rome', a strong but lonely cell isolated from the rest of the system with very limited support from larger scale systems by common strategical pathways. This can be noticed in weakness of current activity impacts, and also in the amount of 'possible' impacts in the impact analysis above (Figure28).

Both vertical and horizontal, local based collaboration in KS is the foundation of all activities and governance. Collaborative activities are mostly based on common vision in village level, and rarely depending on any of the administrative systems, except of REB. LAGs are important for local development both for economic, but even more for administrative support in applying development funds. One specific thing to notice is, that locality in KS is very strong, namely meaning Suomenniemi area. The trust in municipal, regional, national or EU -systems is very weak, even though KS has representatives in REB, town council and other public administrative structures, church council, and several executive teams in economic sector.

9. DISCUSSION

9.1. Meaning of society changes for MJ and KS

It's interesting to notice, that similar society development cycles have taken place in both cases: After WW2 in Finland, there was a decentralization policy aiming to avoid social inequality and other structural problems by granting war immigrant families pieces of land for cultivation from sparsely

habited eastern and northern parts of the country. Together with rapid industrialization followed by areal planning with support to SME- businesses to be situated in municipalities, this led to building of present municipal structure and governance (Tykkyläinen 2017). Strategies of areal and sectoral planning were to improve mainly economic and society structures. At this point, there was not much interest on local traditions or traditional livelihoods, 'efficiency' was the word of policies. As we notice today, most of the traditional livelihoods in KS have come to an end, sparsely situated SME- businesses seldom have such a segment in markets, that they can survive in global competition. People have abandoned municipalities, public services fade away in the pressure of raising dependency ratio, when population is aging.

Concept of participatory governance as prior to collaborative governance refers to governance change from top down- to bottom up- and horizontal participation in forming policies. Increasing participation aimed to increase power for people and form new mechanisms to legitimate decisions considering also village people as for instance Rannikko&Määttä (2010) are stating. The outcome was however, more like building new layers of participation and administration, and instead of building stronger participatory mechanisms for people, this ended up building even more bureaucratic and stiff system based on mostly business interests (Anttiroiko&Valkama 2017; Mustalahti 2017).

Similar nation state policies are visible in Indonesia, when government now grants pieces of land for families moving to sparsely populated islands and building new settlements. Industry is the main economic sector at present time, and service sector is growing rapidly. Traditional, cultivated lands are transformed for building sites for industry and tourism. Public services, like education and health care, are now developed also to rural areas. People in MJ already are aware of the risks of consumerism to culture and traditions. They have a genuine concern about losing their identity and sense of belonging, if cultural values will be lost. This can be noticed in current study in all presented development strategies from local to national level, and in the opinions of (P), (A) and (G). This result is also supported by literature (Yu 2015, Sudira 2009) in discussion of the meaning of DA as base for local governance, and in discussions about the meaning of subak for traditional forms of life by Salamanca et al (2015) and Isaas et al (2015) for instance.

The future expectations have similar nature in both cases according to the results. Both MJ and KS believe, that regulatory changes will bring decision making closer to the people, benefiting their effort to maintain local governance frames. In case of MJ, the politics are related to promoting 'special autonomy' for Bali as a small Hindu- society within national, ruling Muslim- majority and resisting on changes that would endanger the power of DA. Traditions and Hindu-religion are brought up into front in every aspect of future development, especially when considering tourism activities in Bali. Green village- concept is strongly related to THK- philosophy, which is already noticed also in national tourism strategy.

In case of KS, regional reform raises both worry and hope. The present situation with ineffective, highly bureaucratic means of development needs to be changed, and there is hope that increasing regional power would also increase local possibilities for development. On the other hand, decreasing municipal power is considered as a risk of losing even the rest of power in KS. Uncertainty together with unclear tourism development strategy and centralization policy is not supporting local capabilities in KS. I see very clear similarities with governance imbalances and threat of losing local power if neglect people's needs, as for instance Mustalahti (2017) and Anttiroiko & Valkama (2017) point out. However, multidimensional actor networks (Kuhmonen 2016, Geels 2011) and high amount of diverse skills have made it possible to even increase local capabilities and future prospect in KS in past ten years, and this can be related to locality and independent governance structures based on local needs (ibid).

In this case study, the system changes are related to village tourism with impacts of practical and strategy changes using the idea of MLP (Geels 2002, 2011). Paradigm change (Kuhmonen 2016) from sectoral- and money- oriented thinking towards emphasizing well-being and small-scale activities together with 'community first'- attitudes instead of embracing only volume, effectiveness or just profits in tourism- related business development strategies are already visible in every strategical level. From bottom- up perspective, niche level brings up new ideas and practices, and when these practices are more of a standard instead of an exception, begins the regime change and also it can have impact on landscape level on long term (Geels 2002, 2011). On the other hand, from top-down perspective, to get steering mechanisms legitimated on niche level, practices on regime level need to be changed. This can be achieved only with help of responsive niche level governance, as for instance Eisto (2009), Wilson (2012) and Mustalahti (2017) notice.

This leads to a hypothesis: To get long-term results with development interventions, it's most important to pursue impact on regime level via niche system. And in the context of this thesis, it would mean to put an effort on developing collaboration including village level to build resilient and sustainable society structures (with or without tourism activities). This hypothesis gets support for instance from Lamers & Al (2017) and Brondizio et al (2009) for tourism, Wilson (2012) and Eisto (2009) for rural community resilience, Keyim (2016), Rannikko & Määttä (2010), Ansell & Gash (2008) and Mustalahti (2017) for collaborative governance and ecosystem governance among many others. Supportive results of this study are visible in two levels: Firstly, results clearly show the meaning of unified, value-based strategy starting from village level as a motivation to participate, as stated by interview BP (2017):

'They start to develop the economy from village, not from town. They realize, that if villages are strong, economy of Jembrana will be also.'

Secondly, it gives advice to avoid actions not already accepted in niche level, as confirmed by interview FA2 (2017):

‘People are not going to take part in projects, which feel contradictory. If some would be enthusiastic to proceed, but some against the idea. It just cannot work. There need to be common strengths to take forward together, with long-term plan ‘

9.2. Meaning of locality and multidimensional collaboration in strategy processes

Sustainable strategical processes follow communication action theory of Habermas (1984) including members forming collaborative groups with common understanding and communication abilities, they are responsive and adaptive to notice niche level needs and capabilities, as Ansell&Gash 2008, and Mustalahti 2017 have pointed. Local processes include participatory planning, activities based on local resources and common understanding based on core values, ethics and moral behind governance policies. Collaboration as a mechanism to transport and transform information and practices between and within the systems from top-down and bottom- up, but also horizontally between and within networks and cooperation mechanisms in different scale systems is the key for all system changes. This is well acknowledged among wide range of scientific researches. SES- framework of Ostrom applied by Brondizio et al (2009) to small scale resource management, by Anttiroiko&Valkama (2017) to locality and belonging, and by Komppula (2016) to collaborative, locality based governance in tourism development well bring up the possibility to apply SES- framework also in community- based system research. Village tourism as glocal (global and local at the same time) phenomena joining wide range of both private sector and public actors works well as a sample of such system, as this case study shows. Village tourism has strong link to natural environment, local traditions, SME- business sector and local public service structures, and if any of those elements is neglected, system resilience gets weaker, as is well noticed in the papers of Matarrita-Cascante (2016), Mc Lean (2010), Magis (2014), Wilson (2012) and Eisto (2009) among the others mentioned in chapter 2.7.

9.3. Forming sustainable village tourism strategies

Village tourism as a concept referring to PPT- and LEADER- development criteria has strategic goals of sustainable tourism described in chapter 2 to:

- a) minimize physical, social, behavioral, and psychological impacts to visitors and host community
- b) build environmental and cultural awareness and respect
- c) provide positive experiences for both visitors and hosts witnessing cultural resources, learning from them, or being part of them
- d) provide Adventure, experiences and active life related to natural environment, with respect of natural elements.

- e) create new jobs and reduce poverty in rural areas characterized by low population densities and open spaces, small scale settlements, and land use mainly dominated by farming, forestry and natural areas'

Sustainability in tourism requires deep cultural understanding and common tools for communication. There are obvious risks in adopting cultural activities as a part of tourism experience due to nature of consumerism. As interview BP (2017) mentioned, MJ want to promote traditional, nature-related village activities instead of '*pretending tourist attraction*'. Culture is vulnerable to corruption, and as already Habermas (1984) stated '*communication is not value free*'. This is well highlighted in cultural tourism and the value base of people participating in collaborative planning processes. There are no simple, ready-made answers to give in village development strategy building, because niche level activities rely on locality. However, by carefully studying and formulating a value-based strategy to increase the feeling of belonging despite of different local traditions and livelihoods can also landscape level mindset be changed quickly, as can be noticed in MJ case, and which is well supported by Kuhn (2016), Yu (2015), Komppula (2016) and MTCE strategy promoting '*a change of mindset of tourism being a goal itself, to a long-term process to achieve welfare and quality of life*'.

Green Village strategy was first born on local level, and within few years it has been adapted as a core ideology of ASEAN-scale sustainable tourism ATSP (2017). This also gets support from KS case. Due to the lack of strategy based on common ideology or feeling of belonging, people have collectively built a strong 'survival camp' and partly lost their trust in system's support for building sustainable village future. Instead, they currently rely on strong social capital with ICT-networks and other informal collaboration structures outside of public system to enhance village resilience. People form participation via different value-based groups where common language for understanding, and other means for communication are crucial in building belongingness, as already Habermas (1984) has proven. In MJ, belongingness is based on THK- philosophy and religious traditions. In KS, Suomeniemi and its historical symbols together with natural surroundings and traditional activities representing stability, form a common identity and people-place relationship for resilient village community, which is well in line with Maclean (2014).

10. CONCLUSIONS

This research was a year-long process, including many unexpected outcomes and results, and I needed to go back to beginning and re-formulate my research questions and analyzing methods several times to follow the research path enlightened by the empirical data. The biggest challenges were to get accurate data for benchmarking and comparison despite of four working languages (Finnish, English, Bahasa Indonesia and Balinese), two very different cultures, and limited time and money for the process. However, I had a privilege to work among the people I know and love in both villages, and my previous experience about the languages, cultural norms, habits and traditions helped a lot when

trying to put myself into an unbiased position as a researcher. Did I manage to answer the research question: *'How should collaborative processes and strategies to be updated to increase capabilities of villages in Bali and Finland in developing tradition-based, sustainable tourism?'* In following, I conclude my thesis in discussion about resilient village communities and village tourism as a phenomenon, because this was the starting point and my interest in the first place for this research.

10.1. Village as a resilient community

As discussed earlier, resilient communities have a multifunctional structure with wide range of economic possibilities, heterogeneous age- gender- and skill distribution and sufficient resources for the community living within its carrying capacity. These villages also have strong social capital with skillful people willing and capable to cooperate with others and both horizontal and vertical networks to build it stronger. They also are living in politically, legally and economically stable societies. These factors have been confirmed in wide range of researches, as described in chapter 2 in detail. FpF-frame built to reflect situation in MJ and KS (chapter 7.1 and 7.2) well confirms this. Resilient village communities have capability to be a strong cell in the body of a society, and if some part is neglected, growth and flourishing suffers. In RB- frame (Figure 1) all the corners of sustainability (environmental, economic, cultural and social aspect) have been taken into consideration. FPS includes culture as an equal part (Figure 10) instead of a subsector in social corner, because importance of the cultural aspect has been recently noticed also in western development agendas, as we can see for instance in Visit Finland (2018) and Hustings (2015).

10.2. Village tourism as a means for sustainable development

Based on results, tourism as a livelihood for villages is not a priority development agenda, they'd rather stay as farmers. Tourism is seen as an option for extra income, maybe at best as means to increase services also for locals. Villages are not willing to change their lifestyle to build tourism attractions for masses. Genuine village life itself is considered in the case villages as the best 'product' or 'attraction' for selling regardless of cultural background or other differences between cases. This result was widely supported in literature, see for instance Navarro et al 2017; Ballesteros&Hernandez 2017; Neumeier &Pollerman (2014) and Lomalaidun (2012). Village as a society unit is highly valued, and strong village identity is visible in both study cases. On the other hand, it was clear, based on results and literature review, that youth are moving to cities, leaving elderly to keep up the traditions. In Bali, one third of population is still living in rural villages, but in Finland less than 20% and diminishing.

On the other end of continuum people live in cities, work and consume products and services, consumerism is the goal itself. On the other end people live self-sufficient village life in harmony with nature. Consumerism is western- born phenomenon, and amount of unrecycled plastic is an unwanted

indicator of the state of 'development' in national scale. In this study, I can see the whole continuum of development from native Balinese village with people who never have visited town, and in the other an abandoned Finnish village with nature overtaking buildings and other manmade infrastructure. Those who left their village to rot, now travel across the continents to see unique village life, traditional farming, use of forest ingredients in healthcare and nutrition. They bring plastic along to those villages, make people to want to move to city and abandon their village for 'better' life. As one of the interviewees (BA3, 2017) said: '*Consumerism is like a disease, it wants to expand*'. Is there any means to avoid negative impact of tourism, and same time find livelihood for those also in Finland with hope to move back to village, saying: '*if it would be possible*'? (interview FA3, 2017).

10.3. Village as a part of system and collaborative governance

Social justice defined by Mustalahti (2017) would require equality to earn one's living based on individual capabilities. Farmers value their land, animals and traditional infrastructure, their independent way of life based on natural seasonal variation and resources. In both societies the politics and regulation are steering people towards cities in the name of efficiency. In Finland many regional decisions are made without villages truly participating, people feel their voice is not heard despite of formal participatory mechanisms. In Bali, the traditional village meeting forum in the level of banjar is fair, democratic, all families have a voice in decision making, and decisions are based on mutual respect and acceptance. However, national legal system is separate from traditional system, and continuous power struggle can cause significant harm due to uncertainty in local level.

As for instance Mustalahti (2017), Anttiroiko&Jokela (2017), Komppula (2016), Keyim (2016) and Rannikko &Määttä (2010) have pointed out, there should be a strong linkage in governance from grass root level until to very top in building tourism also as a part of bioeconomy- strategy and as a part of collaborative natural resource governance system. Village communities are in rural environment, villagers are the professionals in practical- related knowledge in their own environment. If this knowledge, expertise and networks are neglected by not taking village members along to plan the development strategies, all these capabilities are wasted.

Based on the results and literature review, I suggest taking the value base related to cultural heritage and traditional lifestyle as the starting point in planning community development, especially tourism-related initiatives. Culture- based development respects community traditions, therefore new methods and ideas are more easily accepted. Also, commitment and volunteer participation are based on meaningfulness, and needs of the community members. Multi-dimensional collaboration is the key for continuity leading to enhanced capability to build community resilience for the future, as well as mitigate vulnerability. In both study cases this was clearly seen as a result, and similar emphasis was found in analyzed strategy evaluation reports and plans, such as Hustings (2015), Aakkula&al (2013); MTCE (2012) and Staffans&Merikoski (2011).

10.4. Further studies

By using sufficient quantitative data with FpF, and mirroring results from past to future with longer timeline, I believe there could be collected interesting results to back up any strategical planning considering areal development. FpF was designed to be easily understandable also by less educated citizens. Often exclusion of citizens in decision making considering natural resources is reasoned with 'complicated matters' as for instance Mustalahti (2017) and Anttiroiko&Valkama (2017) have noticed. Simple picture-based framework would give enough understandable information for all people, to form an opinion based on reality. The results of FpF can be reflected to RB, and there could be a computer model visualizing several nested RB's in one framework. This would give an opportunity to study better linkages between layers in niche, regime- or even landscape scale.

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Project reports and other subjective documents:

Project documents 2017. Source: Virpi Pakarinen, project manager.

Time/name	KAURIANSALMI Description	Relevance for study	Source
2004	Suomenniemi villages- Preliminary study	Situation related to foundation of Kauriansalmen kylät ry village association, description of village in 2004	project manager, based on interviews, participatory meetings and survey results
2005	Village plan	Original Village plan for Kauriansalmen kylät ry	Kauriansalmen kylät ry
2010 2012 a	Project plan Project report (Final)	Yhteistyöllä lisää myyntiä- project	project manager
2012 b 2014	Project plan final report and extension	BlueSaimaa II- project	project manager
2012c	Village plan Project plan&Report	updated village plan Painalluksenmäki- project	Kauriansalmen kylät
Time/name	MUNDUK JATI Description	Relevance for study	Source

2010BY	Project presentation and project plan of Balin ystävät- Friends of Bali ry	Original plan and public presentation for project 'Green Village'	project coordinator
2014GV	Project review of 'Green Village'	Achievements in 2014, plan for 2015->	project coordinator

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Interviewees:

- Interview BP, 2017.** Bali, Financing and practices in building accommodation in village of Bali
- Interview BA1, 2017.** Bali, Expert in administration, village practices and cooperation (DD)
- Interview BA2, 2017.** Bali, Expert in building small-scale tourism in village (American/ Indonesian)
- Interview BA3, 2017.** Bali, Expert in leadership, cooperation and networks, tourism business (Finnish)
- Interview BG1, 2017.** Bali, Expert in traditional law, culture and village development (DA)
- Interview BG2, 2017.** Bali, Expert in networking, administration, business and culture (PHD)
- Interview FP, 2017.** Finland, Expert in business, accounting and village cooperation (KS)
- Interview FA1, 2017.** Finland, Expert in Leader development, municipal administration, village accommodation business practices, village cooperation and small-scale farming
- Interview FA2, 2017.** Finland, Expert in Leader administration, cooperation and management
- Interview FA3, 2017.** Finland, Expert in eco-business and services, micro entrepreneurship and cooperation networks
- Interview FG, 2017.** Finland, Expert in village accommodation, municipal administration and financing, village cooperation, small-scale farming and international business networks (KS)

APPENDICES:

APPENDIX 1: Structure of theme interviews:

PART 1- BASIC INFORMATION

Background information

Name:

Year of Birth:

Education:

Profession

Status in village (living/ working/ administration/ financing), explain

Warming up:

Some concepts recently become popular in literature and media, how do you understand these concepts, have you heard of them?

- Bioeconomy:
- Circular economy:
- Resilience:
- Sustainable development:
- Sustainable tourism:
- Ecotourism:
- Nature tourism:
- Rural tourism
- rural area:
- structural change in rural areas:
- village:
- rural development, what or who are under development?
- Multifunctional countryside:
- Local food:
- Slow Food:
- decentralization policy:
- network leader/ manager:
- transition management:
- Tri Hita Karana

Basic questions about Munduk Jati/ Pendem

- Your background in the village, what this village means to you?
- Village population and gender/ age division
- Village area? Where are the borders? Who belong to the village?
- Biggest changes/ shocks this village has witnessed in the past?
- Organizational structure? Status in society level.

PART2- THEME-QUESTIONS (3BL)

Theme 1: Social aspects and governance

- Decision making: Who do you contact outside village to get help/ money in some issues (what are the issues you need help from others) . What is the usual response? How fast you can expect to get heard and helped?
- What is the meaning of politics in government level (province/ state). Do you feel state level politics is a possibility or a threat for this village
- What do you know about regional / national policy changes affecting this area, how do you feel about them? Do you think there will be change in development funding/ other matters considering this village in near future?
- What are the most significant cultural or value- related matters behind the political decisions in the village level/ regency or province level? Do they reflect also to national level? In what kind of cases? (As example: religion, village economy etc.)

- Internal governance of the village: how and how often meetings, who are participating? Any other means?
- Do you feel this village has now somehow different position than before joining to Nagara town? Is this change for better or for worse? Why do you think so?
- Describe the village networks between other villages, within the village, between village and administration/ business ect. Have you noticed changes after joining to Negara town administration? What is the value of these networks for village everyday life and future?
- Your networks? (association, and other activities, businesses, village council etc. activities, international contacts)
- What could be a description of a good network leader/ network manager? What could it do? In what kind of networks it would be necessary? Is it a team, or just an individual person?
- How would you describe ' well functioning local democracy' On what level, and what this council should be able to decide by it's own? How much rules from upper administrative levels you need, in what matters? (law and order, education, infrastructure etc)
- How do you feel the village status in society has evolved within past 10 years? Is the decision making going farther from village's every day life? How?
- How do you expect this village to evolve in the future? What are the biggest challenges and how should you prepare? Or can you prepare? (Aging, work, environment etc.)
- How do you think national politics will affect on the village's prospect in the future?
- Which one you prefer: plans+ instructions and funding for economical development from national/ provincial/ region or village level? How would you develop the system to serve your village better?
- How have the development programs by Evervisio and Friends of Bali affected on village structure or people's attitudes and values (economy, families) What new ways of thinking or acting have been born?
- What kind of development would people want to participate in the future? Business opportunities? Village infrastructure or such? Bigger marketing concepts or other regional level projects? Business networking? What is the ability for funding in the village level? (Like percentage of total project? Is there a national/ regional aid available
- How the villagers can participate in decision making in Pendem/ Jembrana/ Bali/National(representatives in different levels, their opinion's value, appealing or other methods to get heard?)

To form a map of administration, a Practical Example of administrative process in case:

If there would be an investor who would like to build 3 villas for rent in next 3 years. To comply accommodation there would be some water sports activity, and the target group for marketing is international clients...

- 1) What is the administrative process (steps from zero to complete functioning),
- 2) How long is the process to get permits required (what permits)
- 3) What are the local financing opportunities for a project like this?
- 4) Is there some national programs to support new ecotourism projects, if so, what are the terms?
- 5) Who are the key persons/ offices to be in contact with at the administrative levels and why?

Theme 2: Economy

- How the economy in the village has changed in overall: historical background, biggest changes, trend now in past 10 years?
- Situation now? Farmers/ services/ businesses? How to you think this will change in the future?
- Do you know bioeconomy as a concept? Do you think it will have affect on the village's economy?
- What is the most wanted source of money for this village? Business? (What type?), developing farming, something else?
- What is the meaning of holiday villas/ housing, or other touristic activities for village's life? How would you like it to be developed further?
- Do you see tourism as a threat or as an opportunity for this village? Why?
- As an opportunity, what kind of tourism you prefer? What could the village as a unit prefer? (Mass tourism, nature lovers, sports, fishing, holiday housing?)
- Do you see international tourism as a threat or as an opportunity? Why? How about international people staying permanent in the area? Are they a resource or consumers? Why?
- Development projects as an opportunity, how do you feel about them? What did you get from Evervisio/ Friends of Bali projects a) new business) new networks? new business ideas or something else?
- Is there some other development projects in the village area, that made a difference? For good or for bad?

- What kind of projects would best benefit the village in the long term development?
- What kind of support from the government you would like to have for village traditional life? Do you feel the development trend is on the right track?
- Local food production as a part of national safety strategies. Do you see any contradictories in developing towards more efficient farming, and village farming? Is it necessary to secure traditional small- scale farming as well, and how to do that?
- How well do you know the multifunctional rural area concept, and alternative food production methods? How do you see it possible to develop 'food tourism' as a part of village life in the future?
- How possible do you think is a scenario where villages produce clean, organic food also for export, as high- quality products?

Theme 3. Environment

- What do you think about environmental changes and development during past decade? Are you worried about this?
- Are you more worried about environmental problems in global scale, or local, Bali- or even village scale (what is 'local' to you?), why?
- Are environmental issues taken well enough on the table in education or media? Do you think people know well enough about the environment and issues that are threatening it, as a part of their lives and prospect?
- Is there visible some concerns in village environment? Like changes in traditional landscape, infrastructure (roads, buildings, pipes and lines etc) or natural resources (water, soil, air) or waste?

What are the worst issues concerning village environment?

- Waste handling (plastic and other waste collection, recycling, waste water handling, organic waste?)
- Energy : availability, source and sustainability
- water resources: availability, cleanliness

How do you help environment?

- waste handling, recycling
- energy saving
- water use and prevent contamination

- How do you think growing tourism will affect on village environment? How to prepare to avoid nature suffering?
- What means do you hope from government? More legal / other instruction, or some economical benefits? What could make a difference and why?

PART 3- DEVELOPMENT PROGRAM

1. What was your role in these projects

- project planning, 2010-2012 , how?
- administration, how?
- financing- amount? Organization?
- Not participating, but I know about the project.

2. Evaluate the benefit of actions to the VILLAGE you were involved with scale 1-5. 1= no benefit at all, 2= little benefit- 3= Some benefit, 4= good benefit, 5= a lot of benefit – Why give this scale point

- Planning: meetings/ negotiations with participants – village voice heard?
- Education: new skills for participants- what skills?
- Business: new business for participants – What kind?
- Networks: new networking – what kind? what benefit?
- meeting partners in Finland and to know Finnish culture
- Marketing skills improvement
- compensation for time and effort input?
- Evervisio as a financing partner
- Project management from Finland (knowledge and expertise)

Describe openly the development project, and what was the best in it, what was the worst? What was most important for the village? What was the least important. What would you have done differently, if all started just now?

3. How the project succeed as compared to what was planned?
scale 1-5, where 1= not at all, 2= little, 3= in some extent, 4= well, 5= excellent
 - Cooperation network between villager and investors, meeting and getting to know one and another (cultural exchange and mutual learning, benchmarking)
 - Building Umasari concept, to benefit both villagers and investors = win win situation.
 - Villas working with eco- concept, sustainable tourism methods (tri hita karana as guiding line)
 - Teaching villagers new skills, to have local employees committed to Umasari services
 - To gain profit to keep business running, to create possibility to expand for hotel
 - Local service concepts as part of the business model (massage, tours, village ceremony participation etc)
 - ICT- training : excel- ja power-point-, google
 - Facebook- marketing possibilities
 - Cultural and knowhow- exchange and benchmarking
 - What were your expectations in the start of the project. How they changed?
4. Did your understanding of 'development project' as a concept change during or after the project 'Umasari'. How?
5. Evaluate following working methods, how useful you think they are when building a network, where village is a participant. Scale 1-5: 1= not at all useful, 2= little useful, 3= useful in some extend, 4= very useful, 5= excellent. Why this grade?
 - Questionnaire or other inquiry about the needs in beforehand of planning
 - Inquiry, meeting and planning during the project, to change priorities
 - Internet- or other ICT education in large groups (lecturing)
 - Internet- or other ICT education in small groups
 - language/ culture education
 - brochures as printed version to promote services
 - Internet- based marketing together with other small services
 - Meeting administrations, other businesses, other villages etc.
 - Fair and other promotional events to present services
 - Cooperation with other marketing groups on the same business field
 - Access to a bigger marketing concept or a brand (national/ international) based by common theme (like eco travelling group, etc.)

Project planning and administration, in your opinion:

6. Who (all) should be involved in project planning. Why these are important? Some examples:
 - a) Business and financing experts as a planning team.
 - b) Local business owners and inhabitants as a planning team
 - c) Scientists and other experts together with local people
 - d) Someone else/ who?
7. How a good project plan can be done?
 - a) Before investment application as precisely as possible, detailed amounts of money for different actions carefully calculated.
 - b) As openly as possible before applying money, lump sum- idea (= idea + cost to achieve it). Before the project starts, more detailed planning how money will be used.
 - c) As open as possible, but divided in themes. During project, smaller sub modules with detailed budgeting.
 - d) Questionnaire in beforehand for interested partners about the needs, willingness to participate and to ensure commitment to the project.

- e) Village meeting, or some other participatory forum, in the village, where an expert can help making a project plan.
 - f) Something else as a method- what?
8. Which of following are the biggest barriers for applying projects or making a proposal of a project in village scale?
- a) There is no willingness in such activity
 - b) There is no money to invest in such activity (villager's money for common project, private money for business investments)
 - c) there is no supporting money available from the state/ regency level
 - d) There is no need for development, or there is lack of ideas what can be done
 - e) There is no history of cooperation or voluntary work for the village
 - f) There is not enough knowledge for applying money or handle the paper work during projects
 - g) Planning and budgeting rules are too strict or difficult to follow.
 - h) it's difficult to find investors
 - i) Something else- what?
9. Which of following are the biggest barriers to apply for a cooperative/ networking project in bigger (regency or such) area?
- a) Administrative borders (desa/ banjar/ kabupaten)
 - b) Cultural or religious differences, different way of life or thinking within the administrative area (financing area)
 - c) Historical skisms / envy to neighbouring village or business
 - d) Geographical features, natural borders and differences (like not possible to have same business on both sides of a mountain)
 - e) Not enough population, not enough people who want to work together in a same project.
 - f) Must invest too much own money to get the rest from investor/ government
 - g) There is no reliable manager/ leader available for a project like this
 - h) Something else, what?
10. Village SWOT shortly
- 1. Location and reachability, situation now, opportunities
 - 2. Risks in increasing traffic/ tourism
 - 3. Natural values and maintaining them, opportunities, threats, caring for nature?
 - 4. Property availability/ prizes
 - 5. Services available/ possible/ risks of losing
 - 6. Historical values/ opportunities and threats
 - 7. Village ambience?
 - 8. Moving in and out of the village?
 - 9. Needs of people in village: young, old, working age villagers, and tourists
 - 10. Tasks of the village council
 - 11. Tasks of government
 - 12. How should the services be arranged In the village for the villagers

Ideas for development

APPENDIX 2: Group interviews

Group interview- Claims (MJ):

Think how do you feel about following
Project umasari, tourism and farming

- 1. villa umasari has been helpful for my family, by giving job opportunity or new skills
- 2. villa umasari has helped somebody else, but not me in the village
- 3. most important to me, is to get more money to my family with outside job, village nature or traditions are not so important

4. farming is more important to this village than tourism now, and hopefully also in the future
5. i believe, that tourist can bring better economy to my village and my family
6. i am afraid, that tourist will destroy my village, by bringing criminals and drugs like in kuta
7. i think organic farming is important for munduk jati and pancardawa, but also for whole jembrana
8. i feel, that new tourism object in dewasana can bring new job opportunities also to my family
9. i would like to start organic farming, but i don't know how to do that
10. i have good ideas for future development, but nobody is listening or helping me

Village and society,:

11. i feel to belong more to munduk jati than i feel to belong in pancardawa
12. i think new regulation (u6/ 2014 and tax amnesty) from the government is good to everyone in the village
13. i want to participate in gotong royong – a village project if it happens in munduk jati
14. i want to participate in gotong royong for any purpose to build a traditional buildings (like a temple)
15. klian pancardawa really helps every village tempek the best he can
16. project support (money or material) for building infrastructure is easy to get from government
17. i would happily help also people in other banjar, if there would be a good project for my family future, like a business network or farming group
18. desa adat and traditional regulation is not important in modern world anymore
19. for my family, it's most important to continue the traditions, money is not so important

Leadership and networks

20. the best leadership for all villages would be based on traditional desa adat
21. project groups with professional manager would best suit for economy development in villages
22. desa adat is the most valuable, strongest community unit of bali, administrative areas are not strong enough
23. 24 bali should have a special autonomy or other similas special status in indonesia, for protecting hindu religion and bali traditions
24. 23hindu and muslim should be equal, with same rights of participation also in village administration and daily activities
25. there is nothing to worry about with waste handling or rubbish management in villages
26. i am worried about global climate change, and need someone to take more responsibility to stop it
27. i want to help to save my village for the next generation, if someone give better instructions, even if it will not benefit my family economy

Village future will be better, if

28. village future will be better, if government give more money to build village economy
29. village future will be better, if there is more education and expert people to advice in the village projects
30. village future will be better, if jembrana will be a real tourist object for green village tourism
31. if organic food production will give solid income for the families now living in villages
32. bali government will get more power to decide local matters
33. village future will be better, if jembrana regency will get more power and money to decide local economy
34. desa adat will stay strong or get stronger to decide local matters

Group interview- Claims (KS):

KYLÄ JA YHTEISKUNTA

1. Kauriansalmelaiset tuntevat olevansa Karjalaisia kuntaliitoksesta huolimatta.
2. Maakuntauudistuksen vaikutus nähdään enempi mahdollisuutena kuin uhkana
3. Kirkonkylän elämä on kuntaliitoksen myötä hiipunut, mutta Kauriansalmessa tapahtuu
4. Kauriansalmi haluaa olla koko Suomenniemen kärkikehittäjä (esim. valokuituselvitys)
5. Aluejohtokunta on valittu paikallisten toiveiden mukaan
6. Aluejohtokunnan apu koetaan merkittävänä kylien elämän mahdollistajana
7. Kylähankkeisiin haluttaisiin osallistua, jos olisi järkevä idea. Rahoitus on järjestyksessä.
8. Ei ole väliä hallinnollisilla rajoilla (kunta, maakunta) yhteistyön kehittämisessä, ihmiset ja heidän arvomaailmansa ratkaisevat
9. Kylän oma identiteetti on tärkeä, sit tulee kehittää ja tuoda esiin markkinoinnissa

10. Uskon, että kylässä on aineksia menestymiseen jatkossakin (ihmisiä, elinkeinoja)

HANKKEIDEN VAIKUTUKSET

11. Leader- hankkeet (Eläköön, Blue S tai Maisematorni) ovat hyödyttäneet kylää merkittävästi
12. Maisematornista halutaan pitää huolta jatkossakin
13. Kyläyhdistyksen säilyminen elävänä on meille tärkeää
14. Yritysten verkostoitumishankkeilla voitaisiin saada uutta virtaa kylän elämään
15. Hanketoiminnan suurin anti on yhteistoiminnan, yhteenkuuluvuuden lisääntyminen
16. Hanketoiminnan tärkeimmät tulokset näkyvät kirjanpidossa viivan alla
17. Hanketoiminnalla voitaisiin lisätä kylään tarvittavaa osaamista tulevaisuutta varten

VERKOSTOT JA NIIDEN JOHTAMINEN

Verkostoituminen on:

18. Verkostoituminen on yhteistä tekemistä, kokoontumista, ajatusten vaihtoa
- 19 Verkostoituminen on yritysten/ muiden toimijoiden yhteistoimintaa, bisnestä ja tietotaidon vaihtoa
20. Verkostoituminen on julkishallinnon, 3. sektorin ja yksityisten välinen palvelu- ja vuorovaikutusjärjestelmä
21. Verkosto tarvitsee paikallisen johtajan, joka itse osallistuu verkoston toimintaan
22. Verkosto tarvitsee ulkopuolisen, asiantuntija johtajan
23. Verkostolla tulee olla tiimi johtajana, jossa mkana sekä paikallinen, että asiantuntija

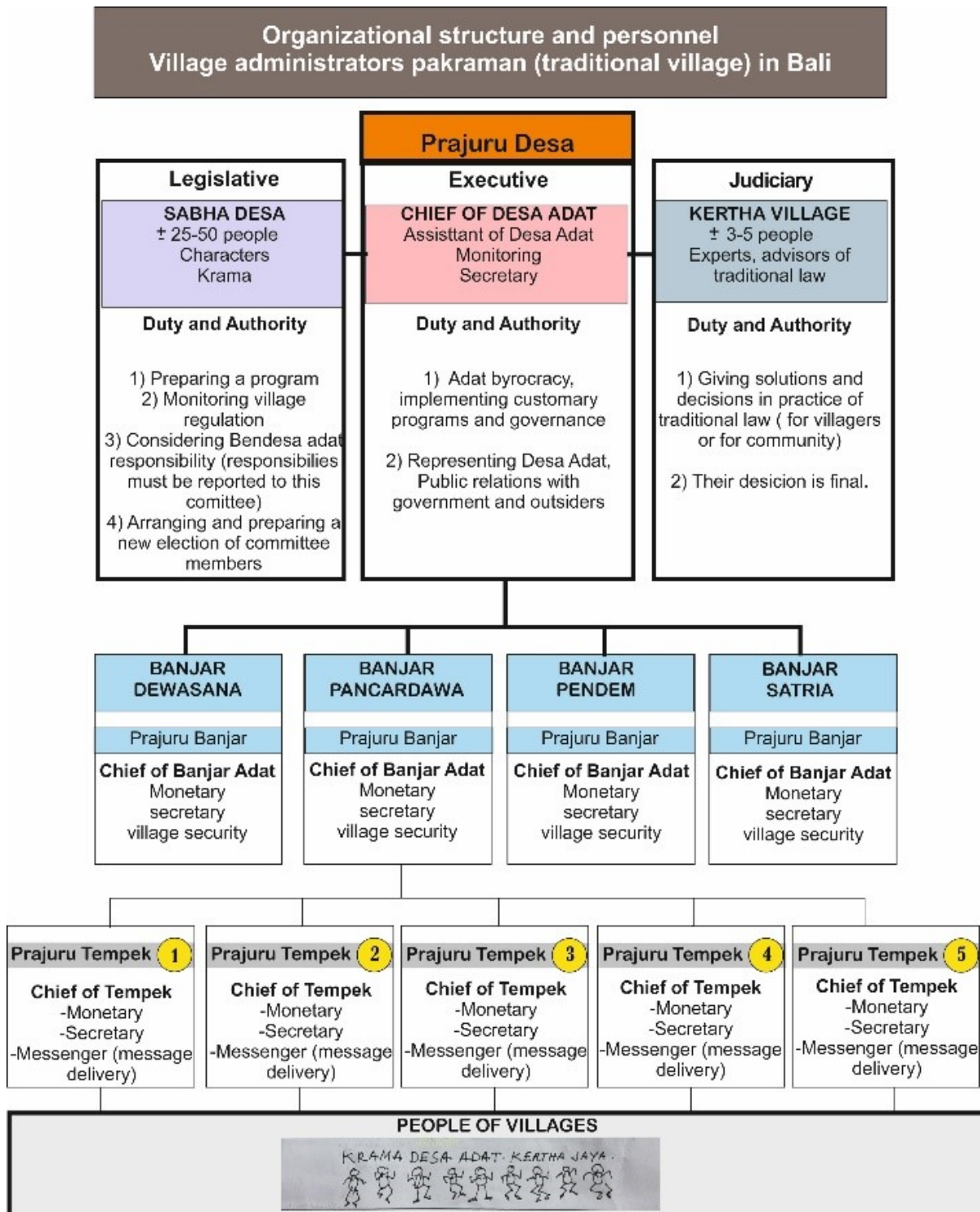
MUUTOSJOHTAMINEN

24. Muutosjohtaminen voisi olla ammattitaitoista verkostojohtamista yhteisten tavoitteiden eteen
25. Muutosjohtaminen on turhaa sanahelinää, muutokseen on vain sopeuduttava
26. Muutosjohtaminen kylässä voisi tarkoittaa kyläyhdistysten yhteisiä tavoitteita, esim. yhteishankkeet
27. Muutosjohtaminen kuuluu vain bisnesmaailmaan, ei pehmeiden arvojen värittämään kyläelämään
28. Muutosjohtaminen kohti ympäristöystävällisempiä toimintatapoja on turhaa vouhotusta ja tulee kalliiksi

(KYLÄN) TULEVAISUUDESSA EDELLYTYKSIÄ PÄRJÄÄMISEEN TUOVAT

29. Kylälle pärjäämisen edellytyksiä tulevaisuudessa tuo Säilytetty/ parannettu infra (asunnot, kulkuväylät, tietoverkot)
30. Kylälle pärjäämisen edellytyksiä tulevaisuudessa tuo Yhteistyöverkostoihin perustuva uudenlainen liiketoiminta (pientuottajat, metsä mm)
31. Kylälle pärjäämisen edellytyksiä tulevaisuudessa tuo Matkailun kasvu maailmanlaajuisesti, luonto- ja ekomatkailu-trendien kasvu
32. Kylälle pärjäämisen edellytyksiä tulevaisuudessa tuo Yhteiskunnan ja EU:n panostaminen rakennerahastojen tai muun tuen avulla
33. Kylälle pärjäämisen edellytyksiä tulevaisuudessa tuo Slow Life- trendit ja vastakaupungistuminen
34. Kylään toivotaan lisää luontoon liittyvää matkailutoimintaa
35. Ympäristöasiat on hyvin järjestetty kylän alueella (jätehuolto, energia ja vesihuolto)
36. Ympäristön ja kylän säilyminen myös tuleville sukupolville kauniina ja elävänä on tärkeää

APPENDIX 3. Organizational structure of traditional village of Pendem in Jembrana regency, Bali, Indonesia. Source: Interview BG1,2,3 (2017)



APPENDIX 4. Administrative change of Suomenniemi in 2013 from municipality to a suburb of Mikkel. Source: Mikkeli (2017), virtuaalikunta (2017). Modified by Author

