


## The Role and Strategy of Village Government in Developing Tourism Villages Based on Local Potential

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Article Info	ABSTRACT
<p><b>Keywords:</b> Village Government, Development Strategy, Tourism Village, Local Potential, Community Empowerment.</p>	<p>This study aims to analyze the role and strategies employed by village governments in developing tourism villages based on local potential. The background of this research is based on the importance of empowering the natural, cultural, and social resources of village communities as an effort to improve economic welfare and preserve local wisdom values. The research method used was qualitative with a descriptive approach, through a literature review. The results indicate that village governments play a crucial role in developing tourism villages based on local potential, acting as facilitators, organizers, innovators, coordinators, and drivers of community empowerment. Through various strategies such as identifying local potential, establishing tourism groups (Pokdarwis), improving facilities and infrastructure, promoting tourism, strengthening community capacity, and developing targeted policies and budgets, villages are able to create attractive, competitive, and sustainable tourism destinations. This study also found that the success of tourism village development is greatly influenced by the level of community participation and the village government's ability to manage resources transparently and collaboratively.</p>
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### INTRODUCTION

Tourism is a strategic sector capable of making a significant contribution to national and regional economic growth (Pramana et al., 2022). In the context of village development, tourism serves not only as a means of increasing community income but also as an effort to preserve cultural values and natural potential (Krinawati, 2021). The concept of tourist villages emerged as a form of development innovation that prioritizes community participation and utilizes local potential as the main attraction. Through tourist villages, village communities can become key actors in economic activities based on natural resources and local wisdom (Padabain & Nugroho, 2018).

Village governments play a crucial role in realizing the success of tourist village development (Syaifudin & Ma'ruf, 2022). As the government unit closest to the community, village governments have the authority to directly manage their region's potential, as mandated by Law Number 6 of 2014 concerning Villages (Ayuningtyas et al., 2023). Through this authority, village governments are expected to be able to explore, develop, and manage village potential sustainably by actively involving the community. Therefore, village

government strategy is a key factor in determining the direction, sustainability, and success of tourism village development (Maulia, 2023).

Developing tourism villages based on local potential means utilizing existing resources within the village environment as the basis for tourism development (Suprobowati et al., 2022). This potential can include natural beauty, cultural uniqueness, community traditions, culinary specialties, and local creative economic products (Widyastuty & Dwiarta, 2021). Utilizing local potential not only creates tourist attractions but also encourages the emergence of new economic opportunities for local communities. Thus, developing tourism villages based on local potential will have a positive impact on improving community welfare without sacrificing existing cultural identity and values (Susyanti & Latianingsih, 2014).

However, in practice, tourism village development is not without various obstacles and challenges. Some of these include limited human resources, lack of infrastructure support, poor promotional capabilities, and minimal cooperation between parties (Komariah et al., 2018). Furthermore, many village governments still lack a focused and sustainable development strategy. As a result, local potential, which should be the primary strength of tourism villages, has not been optimally utilized (Rochman, 2016).

In this context, the role of village governments becomes increasingly crucial, not only as administrative managers but also as facilitators, motivators, and catalysts for tourism village development (Al Azis, 2022). Village governments need to be able to formulate development policies and strategies that align with the characteristics of local potential and community needs. These efforts can be achieved through increasing community capacity, strengthening village institutions, developing infrastructure, and promoting digital technology-based tourism (Wulandari & Anggara, 2023).

Furthermore, the success of tourism village development also depends heavily on the level of community participation. Village governments need to encourage community involvement in every stage of development, from planning and implementation to monitoring (Sidiq & Resnwaty, 2017). Effective collaboration between village governments, communities, businesses, and local governments will create strong synergy in building competitive and sustainable tourism villages (Kartika, 2012).

Therefore, this research is crucial to understand the role and strategies of village governments in developing tourism villages based on local potential. This research is expected to provide a concrete picture of the steps taken by village governments, the supporting and inhibiting factors encountered, and the resulting impact on community development and well-being.

## METHOD

This study uses a qualitative approach with descriptive methods, which aims to understand in depth the role and strategy of the village government in developing tourism villages based on local potential. This approach was chosen because it is able to describe social phenomena in a comprehensive and contextual manner based on real conditions in the field. Data were collected through a literature review of sources relevant to the research. Data analysis was

conducted using the interactive analysis model of Miles and Huberman, which includes three main stages: data reduction, data presentation, and drawing conclusions or verification. To maintain the validity of the data, the researcher used triangulation techniques of sources and methods. This study was conducted in a village that has local tourism potential and has received attention from the village government in its development efforts. The results of the analysis are expected to provide a comprehensive picture of the strategic role of the village government and the challenges faced in realizing an independent and sustainable tourism village.

## RESULT AND DISCUSSION

### The Role of Village Governments in Developing Tourism Villages

#### Facilitator

As a facilitator, the village government is responsible for creating supportive conditions for the growth and development of tourism activities based on local potential. In the context of village governance, the facilitator role means that the village government acts not only as an administrative decision-maker but also as a facilitator of collaborative processes between communities, business actors, and other stakeholders. According to Law Number 6 of 2014 concerning Villages, village governments have the authority to regulate and manage the interests of their communities based on village initiatives and ancestral rights. This legitimizes village governments to play an active role in supporting tourism development activities, such as providing supporting facilities and infrastructure, providing access to resources, and facilitating community capacity building through training and mentoring. Thus, the facilitation function performed by village governments is an important foundation for building a participatory and sustainable tourism ecosystem.

Furthermore, the village government's role as a facilitator is also reflected in its support for funding and management of village financial resources, one of which is through the utilization of Village Fund Allocations (ADD). These funds can be used to support operational activities, promotions, and infrastructure development in tourism villages relevant to local potential. Through participatory planning mechanisms such as Village Deliberations (Musdes), village governments can allocate budgets precisely according to community needs and priorities. With this funding support, tourism village development activities become more focused and measurable, and can encourage the economic independence of local communities. Therefore, the village government's ability to manage and distribute Village Funds (ADD) transparently, accountably, and with a focus on community empowerment is a key indicator of the success of its role as a facilitator in tourism village development.

#### Organizer

As an organizer, the village government plays a crucial role in coordinating all elements of the community to actively participate in tourism village development. In the context of village governance, this role requires village officials to be able to manage, direct, and unite the various potentials and interests within the community to move toward a common goal. The village government needs to ensure that every citizen has the opportunity to participate,

both in the planning, implementation, and evaluation of tourism development programs. The role of organizers also includes the establishment of supporting institutions such as Tourism Awareness Groups (Pokdarwis), Village-Owned Enterprises (BUMDes), as well as micro-business groups and cultural communities, which can become key drivers of tourism activities. Through structured and participatory organization, diverse local potential can be integrated into a mutually supportive economic force.

Furthermore, the village government's ability as an organizer is demonstrated through the application of good governance principles, including transparency, accountability, and community participation. Village governments need to create effective communication systems between stakeholders, establish clear divisions of tasks, and develop cooperation mechanisms between the government, the community, and the private sector. This aligns with the concept of participatory development, where communities are not merely beneficiaries but also key actors in development. Therefore, the village government's role as organizer aims not only to mobilize participation but also to build a strong, harmonious, and empowered social structure that will enable the development of independent and sustainable tourism villages.

### **Innovators**

As innovators, village governments have a responsibility to generate new ideas and breakthroughs in efforts to develop competitive tourism villages. In the digital era and global competition, the ability to innovate is key to successful development based on local potential. Village governments are required to recognize the unique potential of their regions and then package it into attractive tourist attractions with high economic value. This innovation can include the development of creative culture-based products, the use of information technology in tourism promotion, and the implementation of environmentally friendly and sustainable management systems. With these innovative steps, tourism villages will not only become recreational destinations but also become platforms for education, cultural preservation, and community economic empowerment.

Furthermore, the village government's role as an innovator is also related to its ability to inspire and mobilize communities to think creatively and adapt to change. Village governments must be able to set an example in initiating new programs, such as local cultural festivals, tourism entrepreneurship training, and digitalization of village promotion. With an innovative approach, villages can strengthen their identity and competitive advantage amidst the multitude of similar tourist destinations. Innovation also serves as a tool to expand collaborative networks with external parties, such as local governments, universities, and the private sector, to accelerate tourism village development. Therefore, the innovator role played by the village government not only fosters tourism attractions but also creates a development ecosystem oriented towards sustainability and the independence of village communities.

### **Coordinator**

As coordinator, the village government plays a strategic role in synergizing all parties involved in the tourism village development process, including government, community, private sector, and non-governmental organizations. This coordinating function is crucial

because tourism village development is a multidimensional activity involving social, economic, cultural, and environmental aspects. The village government is responsible for bridging the interests of stakeholders, ensuring that all activities are aligned with village development policies, and avoiding overlapping programs. Through effective coordination, the village government can create a harmonious collaborative working system between the tourism office, tourism awareness groups (Pokdarwis), MSMEs, and local communities in managing tourism potential in an integrated and sustainable manner.

Furthermore, the village government's coordinating role also serves as a control mechanism to ensure that all tourism development activities remain within the regulations and the village development vision. Village governments need to ensure that any programs implemented by external parties—such as investors or partnership institutions—align with community interests and do not undermine the local values that define the village. Effective coordination is achieved through communication forums, village deliberations, and participatory development planning involving all relevant parties. By acting as active coordinators, village governments can strengthen integration between programs, optimize resource utilization, and ensure that the primary goal of tourism village development—improving community welfare based on local potential—can be achieved efficiently, fairly, and sustainably.

#### **Empowerment Driver**

As a driver of empowerment, the village government has the responsibility to identify, develop, and utilize the skills and local resources possessed by the village community. Community empowerment is a fundamental aspect of village tourism development because the success of tourism management depends heavily on the capabilities of the community as the primary actors. The village government needs to map human potential, such as expertise in arts, crafts, culinary arts, and tourism services, as well as the potential of natural resources that can be developed into tourist attractions. By understanding this potential, the village government can develop training programs, mentoring, and capacity building for the community so they can independently manage tourism potential. This step aligns with the principle of participatory development, where the community is not merely an object but also an active subject in every development process.

In addition to developing community capacity, the village government also plays a role in creating an ecosystem that supports the growth of local creative economic activities. This can be achieved through the formation of joint business groups, providing access to capital through Village-Owned Enterprises (BUMDes), and collaborating with the private sector and local government to expand the market for local products. The village government, as a driver of empowerment, must also be able to instill the values of independence, mutual cooperation, and social responsibility in all community activities. Thus, the empowerment carried out is not only oriented towards economic growth but also strengthens social cohesion and a sense of ownership of the village's potential. The role of the village government as a driver of empowerment is key to ensuring that the development of tourism villages based on local potential is sustainable, equitable, and provides real benefits to all levels of society.

## **Village Government Strategies for Developing Local Tourism Potential Potential Identification and Development**

The initial strategy implemented by village governments in developing tourism villages is to comprehensively identify local potential. This process includes assessing various aspects of the village, such as natural beauty, history, culture, traditions, and local products with economic value. Potential identification is carried out through participatory mapping, where the community is directly involved in identifying and assessing the resources within their environment. This approach is important because communities possess in-depth local knowledge of the characteristics and values inherent in their villages. Furthermore, village governments can collaborate with educational institutions, academics, and tourism agencies to conduct more comprehensive potential studies, so that the mapping results provide a strong foundation for developing realistic and sustainable tourism village development plans.

Once local potential is identified, the next step is to develop it into a tourist attraction with marketable value and sustainability. The village government plays a role in harnessing this potential through innovation and strategic planning, such as the development of supporting infrastructure (road access, public facilities, and tourist information centers), human resource training, and the development of superior products based on local wisdom. In addition to physical aspects, potential development also encompasses the preservation of cultural and environmental values to ensure that tourism activities do not damage the village's identity and ecosystem. Through this strategy, the village government focuses not only on increasing tourist visits but also on creating economic and social benefits for the local community. Therefore, identifying and developing potential is a fundamental step in building a competitive, distinctive, and sustainable tourist village.

### **Establishment of Tourism Awareness Groups (POKDARWIS)**

One important strategy implemented by the village government in developing local tourism potential is the establishment of Tourism Awareness Groups (POKDARWIS). POKDARWIS serves as a forum for the community to actively participate in the management, development, and promotion of tourism activities in the village. The formation of these groups is a concrete manifestation of the implementation of participatory principles in development, where the community is not only a beneficiary but also a key actor in tourism activities. The village government acts as an initiator and facilitator in the formation of the Tourism Awareness Group (POKDARWIS), from outreach and member selection to capacity building through tourism management training, tourist services, and digital marketing. With the establishment of POKDARWIS, it is hoped that the management of tourism potential will be more effective, transparent, and tailored to the characteristics and needs of the local community.

In addition to serving as a forum for participation, POKDARWIS also serves as a mediator and facilitator between tourists, the government, and the local community. Through this role, tourism awareness groups can help maintain a harmonious relationship between tourism activities and the social life of the village community. POKDARWIS also plays a role in maintaining cleanliness, security, and the preservation of the local environment and culture,

ensuring that tourism activities do not negatively impact the community or the surrounding environment. Furthermore, these groups serve as strategic partners for the village government in promoting tourist destinations through various media, both conventional and digital. Thus, the establishment of POKDARWIS is not only a technical strategy for tourism management but also a social empowerment measure that strengthens the capacity of village communities to create independent, competitive, and sustainable tourism villages.

### **Improving Facilities and Infrastructure**

The strategy of improving facilities and infrastructure is one of the priority steps taken by village governments to support the development of tourism villages based on local potential. The availability of adequate infrastructure, such as roads to tourist locations, parking areas, sanitation facilities, rest areas, and information boards, is a crucial element in enhancing visitor comfort and satisfaction. As the area manager, the village government is responsible for ensuring that all these facilities are in good condition, safe, and easily accessible. Efforts to improve these facilities and infrastructure not only support tourism activities but also encourage local economic growth by increasing community and tourist mobility. In implementing these improvements, village governments can utilize Village Funds (DD), Village Fund Allocations (ADD), or establish partnerships with local governments, private institutions, and community groups to accelerate the development of tourism support facilities.

Furthermore, improving facilities and infrastructure also reflects the village government's commitment to sustainable and inclusive tourism development. Infrastructure development must consider environmental, social, and cultural aspects to avoid damaging the village's ecosystem and local identity. For example, the development of tourism facilities based on natural materials, an integrated waste management system, and the provision of green open spaces that are welcoming to tourists and local residents. Furthermore, community involvement in infrastructure planning and maintenance is crucial for fostering a sense of ownership and collective responsibility for village assets. With a well-planned and sustainability-oriented strategy for improving facilities and infrastructure, tourism villages can grow into destinations that are not only visually appealing but also provide comfort, safety, and a quality tourism experience for every visitor.

### **Promotion and Marketing**

Promotion and marketing strategies are crucial steps taken by village governments to introduce local tourism potential to the wider community, at the regional, national, and international levels. In the context of developing tourism villages, promotion aims not only to attract tourists but also to build a positive brand image of the village as a unique and competitive tourist destination. Village governments can utilize various communication channels, such as social media, village websites, local media, and exhibitions or cultural festivals, to expand the reach of tourism information. A digital approach is highly effective because it can reach audiences quickly, affordably, and interactively. Furthermore, consistent promotion can help raise awareness among outsiders of the village's tourism potential, thus directly impacting the number of visits and local income.

On the other hand, an effective promotional strategy requires collaboration between various parties, such as with tourism offices, business actors, creative communities, and educational institutions. This collaboration can create synergy in marketing activities, for example through educational tour programs, documentary video production, or tourism campaigns based on local stories (storytelling). Village governments also need to develop a visual identity and promotional narrative that reflects the uniqueness and cultural values that characterize tourist villages. In this way, promotional and marketing activities are not only informative but also able to build emotional appeal that encourages tourists to visit. This strategy plays a crucial role in increasing the exposure of tourist villages, expanding collaborative networks, and ultimately strengthening the village's position as a sustainable and competitive tourist destination in the digital era.

### **Policy and Budget Development**

Policy and budget development strategies are key aspects in creating a legal foundation and strategic direction for the sustainability of locally-based tourism villages. Village governments need to formulate village regulations (Perdes) or technical guidelines that explicitly govern the management, development, and preservation of tourist destinations within their areas. These regulations include the institutional structure of tourism management, mechanisms for collaboration with external parties, and the distribution of profits and responsibilities between the village government and the community. With clear policies, all tourism activities can operate legally, coordinated, and in line with the principles of sustainable development. These policies are also important instruments for maintaining a balance between improving the village economy and preserving local cultural and environmental values.

In terms of funding, village governments are responsible for allocating a proportional budget from the Village Fund (DD) and other sources such as the Village Fund Allocation (ADD) or collaboration with the private sector and government agencies. This budget is used to fund strategic programs such as developing tourism facilities, strengthening digital promotion, human resource training, and environmental and cultural management. The budgeting process must be implemented in a participatory manner through the Village Deliberation (Musdes) mechanism so that each program reflects the needs and aspirations of the community. Furthermore, transparency in budget management is crucial to bolster public trust and ensure efficient use of funds. With aligned policies and funding, village governments can ensure that tourism village development is effective, targeted, and has a tangible impact on the socio-economic well-being of local communities.

### **Strengthening Community Capacity**

Community capacity building strategies focus on improving the skills and knowledge of villagers so they can actively participate in tourism management independently and professionally. Village governments play a role in organizing training, technical guidance (bimtek), and workshops relevant to the needs of the tourism sector, such as training for tour guides, homestay management, local product packaging, and improving the quality of services to tourists. These efforts not only improve community competency but also foster a

sense of belonging to the potential of tourism villages. When communities understand their role and benefits within the tourism ecosystem, they will be encouraged to preserve the village's natural and cultural heritage while simultaneously improving their families' economic well-being through tourism activities.

In addition to improving technical skills, capacity building also includes empowering communities in decision-making and innovation in tourism development. Village governments can encourage the formation of working groups or institutions such as Pokdarwis (Tourism Awareness Groups) to manage tourism activities in a participatory manner. Through collaboration between village governments, business actors, and communities, an inclusive and sustainable tourism governance model will be created. This approach aligns with the principles of community-based tourism (CBT), where communities play a key role in the planning, implementation, and evaluation of tourism activities. With strong community capacity, tourism villages are able not only to develop economically but also to maintain local wisdom as a key identity that attracts tourists.

## CONCLUSION

Village governments play a strategic and multidimensional role in developing tourism villages based on local potential. As facilitators, organizers, innovators, coordinators, and drivers of empowerment, village governments function not only as policy implementers but also as driving forces for development oriented towards community welfare. Through their role, village governments are able to integrate the potential of natural, cultural, and social resources within their areas into a new, competitive economic force. Developing tourism villages is not merely an effort to promote the beauty of the village, but also a means to improve the quality of life of the community through job creation, increased income, and the preservation of local values that define the village's identity. In its implementation, village government strategies play a crucial role in ensuring the sustainability of tourism development. Strategies such as identifying local potential, establishing tourism groups (Pokdarwis), improving facilities and infrastructure, promotion and marketing, developing policies and budgets, and strengthening community capacity serve as systematic steps to create a planned and sustainable tourism village. Synergy between policy, infrastructure, promotion, and human resources is key to building a solid village tourism ecosystem. With the support of clear policies and adequate funding, village governments can ensure that every tourism development program is implemented effectively, transparently, and oriented towards the interests of the wider community.

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