

TOURISM VILLAGE DEVELOPMENT STRATEGY BY GUNUNGSARI VILLAGE GOVERNMENT SADANANYA DISTRICT CIAMIS DISTRICT

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ABSTRACT

This research is motivated by the results of observations which show that the tourism village development strategy by the Gunungsari Village government, Sadananya District, Ciamis Regency is still not optimal. The purpose of this study was to determine the tourism village development strategy by the Gunungsari Village Government, Sadananya District, Ciamis Regency. The method used in this research is descriptive analysis. There are 7 informants. Data collection techniques are library research, field studies (observations and interviews) and documentation. The author uses qualitative data analysis techniques through processing data from interviews and observations to draw conclusions so that they can answer the problems in the study. Based on the results of the study, it is known that: the tourism village development strategy by the village government is not optimal, this is because the village government has not implemented according to the four levels of strategy, this is evidenced by the lack of facilities and infrastructure in tourist villages such as insufficient parking space so that visitors use their shoulders. the road in parking their vehicles in addition to the lack of trash cans so that visitors litter. The promotion system is still lacking in addition to the lack of cooperation with local governments in promoting tourism objects. This is due to the lack of village government in providing guidance and training in the development of tourist villages. Lack of opportunities for local communities to market their work. This is because there is no place to sell the work provided by the village government for the community and there has not been a collection of community works that can be used as souvenirs for visitors who come. Therefore, various efforts have been made, such as maintaining the environment around the tourist village on a regular basis. Adding various facilities and infrastructure that are still lacking and maximizing accessibility and accommodation in tourist villages so that it can make it easier for visitors to come and stay for long at tourist objects and empower local communities by holding business skills training activities so that people can take advantage of existing potential in increasing people's income.

Keywords: Strategy, Development, Tourism Village, Village Government

Introduction

Rural tourism or village tourism is a form of tourism developed in rural areas. Tourists who travel to rural areas will get the experience of seeing and appreciating the unique life and traditions of the community with all their potential. Rural tourism is one of the tourism assets based on rural potential with all its uniqueness and attractiveness that can be empowered and developed as a tourism product to attract tourist visits to the village location. Currently the government has developed rural-based tourism in an effort to improve the community's economy through the tourism sector.

Tourism development carried out by the government has a goal for the welfare of the community and the state. This can be seen in Law Number 10 of 2009 concerning Tourism which states that "Tourism is aimed at increasing national income in order to improve the welfare and prosperity of the people, expand and equalize business and employment opportunities, encourage employment, encourage regional development, introduce and utilize tourist objects and attractions in Indonesia, foster a sense of love for the homeland and strengthen friendship between nations".

Therefore, the direction of tourism development in Ciamis Regency should be sustainable development by involving every element and sector in the regional order so that the Ciamis Regency Regional Government stipulates Ciamis Regency Regional Regulation No. 16 of 2016 concerning the Master Plan for Ciamis Regency Regional Tourism Development in 2017. -2027 considering the tourism potential of

Ciamis Regency must be managed and developed to support regional development in general and tourism development in particular which not only prioritizes financial aspects, but also aspects of religion, culture, education, environment and peace and order.

Currently, people tend to leave tourism products that are conventional. Tourist interest is currently turning to alternative tourism (Susyanti, 2013: 34). Conventional tourism itself can be interpreted as modern tourism, which is packaged in tour packages. As for the characteristics of conventional tourism, among others, tourism activities have a large number, some are packaged in one tour package, the construction of large-scale and luxurious infrastructure, requires a place that is considered strategic with a large area of land. Alternative tourism is a form of tourism activity that does not damage the environment, avoiding the negative impacts of large-scale tourism development carried out in areas that are not developing too fast. There are various strategies in terms of village empowerment and development (Nursetiawan, I., & Apriliani, I., 2020).

One of the tours that respects the environment more is rural tourism. The concept of rural tourism is tourism with unique product characteristics by offering the natural life of rural areas. Rural tourism if it can be a new travel option (Susyanti, 2013:34). As a response to the movement of tourist interest in traveling, in Indonesia, new tourism options have grown in the form of tourist villages spread across several provinces.

According to Istiqomah (2015:61) states that: "Tourism villages are rural

areas that offer a variety of social, economic and cultural lives that have the potential to develop various tourism components".

Furthermore, Sukowati (2021:49) states that: The development of a tourist village can be used as a source of income for the village and its community, so that if this opportunity can be captured by the village government and its community, it will have an impact on increasing the economy by developing the tourist village.

Thus, tourism villages have an important role in promoting community welfare, equalizing business opportunities and employment opportunities, optimizing economic potential and regional characteristics, as well as promoting and protecting cultural values, religion, customs, and preserving nature. Furthermore, in the context of empowering Tourism Villages, independence and welfare are needed through increasing knowledge, attitudes, skills, behavior, abilities, awareness, and utilization of resources through the establishment of policies, programs, activities, and assistance in accordance with the priority needs of the community.

The understanding of tourist villages is quite diverse, one of which according to the Ministry of Tourism Culture tourist villages are tourism activities in rural areas that offer tourist attractions in the form of an overall atmosphere that reflects the authenticity of the countryside (social life, economy, local community customs, building architecture and governance). typical village room).

The development of tourist villages requires potential that can be seeded. According to the Big Indonesian Dictionary, potential can be interpreted as an ability that can be developed. The potential that can be developed can be in the form of natural, cultural and human creations. Syamsir (in Ginanjar, 2007:2) states that the potential that can be developed includes:

Natural condition: has a very large tourist attraction in terms of climate, landform, hydrology, flora and fauna as well as other natural phenomena; Community life: a unique and multi-ethnic society is a condition that is no less interesting than its natural conditions, such as the life of the Baduy, Toraja, Kampung Naga and so on; The results of human creation: there are historical heritage objects such as: temples, monuments, houses of worship and so on.

One area in West Java that has begun to develop a tourist village is Ciamis Regency. The area in Ciamis Regency has tourism potential that can be developed as a tourist village. These potentials include cultural diversity, the availability of potential natural resources and human resources, strategic geographical location, and supporting accessibility. Seeing this potential, tourism villages that can be developed can be in the form of agro tourism villages, cultural tourism villages, craft tourism villages and mountainous nature tourism villages, the local government issued Ciamis Regent Regulation Number 68 of 2020 concerning Tourism Villages.

In Article 3 of the Ciamis Regent Regulation Number 68 of 2020 concerning Tourism Villages it is stated

that the Implementation of Tourism Villages aims to:

- a. improve the economic welfare of the community by utilizing the assets and potential they have
- b. ensure the management of tourism potential in an effort to preserve local cultural values;
- c. empowering the community in a participatory manner to improve the welfare of the community; and
- d. encourage creative economic growth.

One of the villages developed into a tourist village in Ciamis Regency is Gunungsari Village, Sadananya District. The potential that exists in Gunungsari village today can be developed into a potential tourist attraction. Because, the various potentials of natural resources are abundant and in a state that has not been touched by the ignorant hands of humans which will harm nature. Therefore, the Village Government through Village Head Decree Number 15 of 2020 concerning the Appointment of Advisors, Operational Implementers and Supervisors at the Bestari BUMDes, Gunungsari Village, Sadananya District, Ciamis Regency.

However, even though there has been a Village Head Decree, currently the village government has not yet explored and managed the potential contained in Gunungsari Village. As a result, it hinders realizing the potential that will be managed by the village government as a source of village income which will provide great opportunities for the development of community productivity in developing potential that hone community abilities.

The tourism potential in Gunungsari village varies from village assets to individual community property. Therefore, the existence of existing tourism potential has been attempted to be managed by the village government through the active role of BUMDes in Gunungsari Village so that the existence of tourism potential can contribute to increasing the village's original income.

Based on data on the number of tourist visits to tourist attractions in Gunungsari Village for 4 years, namely from 2017 to 2020, it is known that the number of visits has increased, although not yet optimal, this is due to the lack of existing supporting facilities and infrastructure such as inadequate parking spaces, the number of Lack of toilets/bathrooms, lack of food stalls, lack of clean water sources, insufficient lighting around tourist attractions. Thus the lack of facilities and infrastructure requires further development so that in the end it is expected to increase the number of visits to tourist objects in Gunungsari Village.

Likewise with the results of the observations that the author made, it is known that the tourism village development strategy by the Gunungsari Village Government, Sadananya District, Ciamis Regency is still not optimal, as evidenced by the existence of several problem indicators as follows:

- a. Lack of developing and exploring the uniqueness of tourist villages. For example: There is no development of tourist attractions that develop local uniqueness which is a characteristic of the culture found in Gunungsari village so

that the realization of Ngampar Rock management is hampered in Gunungsari Village, Sadananya District, Ciamis Regency.

- b. Lack of encouraging tourism object managers in increasing village original income. For example: Lack of management of payment for entrance tickets to tourist objects so that it does not contribute to the village's original income from the Ngampar Rock tourism object.
- c. Lack of provision of various supporting facilities. For example: There is no good road access and access to public transportation and there are no directions to get to the Ngampar Rock tourist area so that visitors who come find it difficult because they don't know the location of the Ngampar Rock tourist attraction.

Thus the existence of a tourist village in Gunungsari Village is not well developed by the village government so that it requires the village government to develop a tourist village.

The development of tourist villages is one of the efforts to empower rural communities through tourism activities, so that they can give results in improving the economic conditions of the community. Therefore, this development effort should be carried out with the principles of empowerment and community-based tourism. The role of the community is needed as the main actor in all stages of planning, implementing, monitoring and evaluating activities. However, there is also a need for support from other stakeholders such as local governments

and the private sector which have greater resources in terms of finance, partnerships, information, knowledge, and technology.

Furthermore, based on the Government Regulation of the Republic of Indonesia No. 43 of 2015 concerning Villages Article 124, the Village Government is obliged to manage the potential of the village in the context of achieving the goal of laying authority in the implementation of village autonomy, these goals include: increasing people's welfare, equity and justice, democracy and respect for local culture, paying attention to regional potential and diversity.

Therefore, the role of the Village Government is very decisive in achieving the success of developing a Tourism Village. The Gunungsari Village Government formulates a tourism village development strategy by increasing the capacity (capacity building) of all stakeholders involved, including the Village Government, local organizations, and local communities.

Based on the description above, the author is interested in conducting research and putting it in the form of a thesis with the title: "Strategy for Tourism Village Development by the Gunungsari Village Government, Sadananya District, Ciamis Regency".

Literature Review

The problem in this research is based that the tourism village development strategy by the village government is still not optimal. Thus, according to Soekarya (2011: 90) states that: "Development of tourist villages, the natural environment and local culture will be preserved and its quality

will be maintained, because the community will try to maintain and maintain the environment to remain sustainable and even improve its quality".

According to Muljadi (2009:27) states that: Tourism village as a tourism product that involves members of the village community with all the tools they have. Tourist villages not only affect the economy, but also can preserve the natural environment and social culture of the community, especially with regard to the values of togetherness, kinship, mutual cooperation, and others.

Thus the tourist village is a tourism product that involves members of the village community with all the tools they have. Tourist villages not only affect the economy, but also at the same time can preserve the natural environment so that its existence can provide benefits.

Furthermore, according to Fandeli (2012:171) more comprehensively describes the tourist village as follows: A tourist village as a rural area that offers an overall atmosphere that reflects the authenticity of the village, both in terms of socio-cultural life, customs, daily activities, building architecture, and village spatial structures, as well as the potential that can be developed as a tourist attraction, for example: attractions, food and beverages, souvenirs, lodging, and other tourist needs

Based on this understanding, a tourist village is a village that lives independently with its potential and can sell its various attractions as tourist attractions without involving investors. Furthermore Hadiwijoyo (2012:57), states that: The development of a tourist village is all activities and efforts carried out to attract tourists, where in these activities and efforts an effort is also made to provide tourism support facilities that aim to meet the needs of visiting tourists.

Therefore, in the context of developing a tourist village, the village government in its implementation must have a strategy to achieve this goal by providing tourism support facilities that aim to meet the needs of tourists. According to Rangkuti, (2006:58) that: Strategy is a comprehensive master plan, which explains how to achieve all the goals that have been set based on the predetermined mission. Thus, strategy is a tool to achieve long-term goals, determine follow-up programs and policies for selecting priority allocations of resources to achieve competitive advantage.

Meanwhile, according to Effendy (2007:32) the strategy is essentially: Planning and management to achieve a goal. However, to achieve this goal, the strategy does not function as a road map that only shows the direction, but must be able to show how the operational tactics are.

Thus planning is an activity carried out to achieve something so that a

strategy is needed that can function to make it easier to achieve the goals that have been set previously. Meanwhile, according to Musa (2008:56) the strategies are: Careful planning of activities to achieve specific goals and interrelated in terms of time and size. Meanwhile, corporate strategy is defined as a series of statements that state the goals of each unit, the methods to be used to achieve them, alternatives, resource allocation, and methods of measuring success.

From the description above, a good strategy includes coordination of the work team, having a theme, identifying supporting factors that are in accordance with the principles of implementing ideas rationally, being efficient in funding and having tactics to achieve goals effectively.

Referring to Salusu's view (1996:102-103) according to him there are 4 (four) levels of strategy, all of which are called Master Strategy, while the Master Strategy consists of:

- a. Enterprise Strategy, which is related to community response where this strategy shows that the organization is really working and trying to provide good service to the demands and needs of the community;
- b. Corporate Strategy, which is related to the organization's mission, how the mission is carried out requires strategic decisions and strategic planning that should also be prepared by every organization;
- c. Business Strategy, the strategy at this level describes how to seize the market in the community;

- d. Functional Strategy, this strategy is a support and to support the success of other strategies. There are 3 types of functional strategy, namely: (a) Functional economic strategy, which includes functions that enable organizations to live as a healthy economic unit; (b) Management functional strategy, which includes management functions; (c) Strategies for strategic issues, the main function of which is to control the environment, both known environmental situations and unknown or ever-changing situations.

The tourism village manager is part of the community and village government, but the village government has a different capacity and position when compared to the community. Based on Law Number 6 of 2014 concerning Villages, it explains the rights and authorities of the village in regulating and managing its community based on the rights of origin, customs and cultural values of the community. Furthermore, according to Nugroho and Sutaryono, (2015: 202). With this law, the village is seen as an entity that is able to become independent by managing its assets or potential as a source of livelihood.

In addition, Article 18 of Law Number 6 of 2014 concerning Villages states that: "The village has the right and authority to carry out development in the village". This makes it clear that the village has the flexibility to carry out village development and development, including in the development of tourist villages. In addition, the existence of the law also opens up opportunities for the

community to be involved in the development of tourist villages.

This is the reason for researchers to focus more on the role of actors in the village, which consists of the Gunungsari Village government, the community and tourism village managers because they are part of a village that has rights and authority in the development of Tourism Villages in Gunungsari Village.

Research Methods

The research method used in this study is a qualitative method with a descriptive analysis approach. This is done in line with the opinion of Moleong, (2014:2) which aims "to describe the problems that occur in the field both from the results of interviews and observations". The duration of the study was 10 months. Data collection techniques through library research, field studies (observation, interviews and documentation). The number of informants is 6 people. The data analysis technique is descriptive, namely collecting data, processing data, analyzing and interpreting qualitative data by triangulating data sources.

Results and Discussion

Therefore, to find out the tourism village development strategy by the Gunungsari Village Government, Sadananya District, Ciamis Regency, the following authors present the results of the study as follows:

a. Enterprise Strategy

Based on the results of the study, it is known that the village government develops community creativity to create new businesses so that it can increase community income so far this has not been achieved because people who have

attended training cannot apply it directly because they do not get capital support provided by the village government.

According to Salusu (2005:102-103) there are 4 (four) levels of strategy, all of which are called Master Strategy, which include: Enterprise Strategy; namely those related to community response where this strategy shows that the organization is really working and trying to provide good service to the demands and needs of the community;

Based on the results of research so far, it can be seen that there is still a lack of embracing cultural arts groups to develop creativity and the lack of ability of BUMDes managers in exploring the potential and uniqueness of tourist villages as new tourist destinations so that they have not been able to develop and revive activities in tourist objects to attract tourists.

b. Corporate Strategy

Based on the results of the study, it is known that the village government in encouraging kompepar members to further explore other tourism potentials around the tourist village is not optimal, this is because there are still some potentials in Gunungsari Village that have not been optimized for their existence because they are hampered by road access that is less supportive and lack of empowerment. So far, the community around the tourist attraction has only sold nature tourism, even though with the many visitors who come, other efforts can be developed to increase the income of the people around the tourist attraction.

From the description of the three indicators above, according to Wahyudi's opinion (1996:23), the strategies are:

In preparing the corporate strategy, top management will define the industry in which the company will compete and also develop a long-term plan from the organization. This strategy relates to the allocation and management of resources to achieve the mission and goals of the organization by uniting different business units into a comprehensive organizational strategy. Decisions in this strategy include investments in diversification, vertical integration, acquisitions and downsizing.

Thus, in determining the strategy, the Tourism UPTD must be carried out based on careful planning and great encouragement from all organizations so that in its implementation it can be carried out in a directed manner and in accordance with the vision and mission of the Tourism UPTD so that in implementing the tourism development strategy it does not deviate from the goals that have been set. plan. This means that good cooperation between all stakeholders will greatly support the achievement of organizational goals to the fullest.

c. Business Strategy

The strategy at this level describes how to seize the market in the community. How to place the organization in the hearts of rulers, entrepreneurs, donors and so on. All of this is intended to be able to obtain strategic benefits while at the same time being able to support the development of the organization to a better level.

Likewise with the results of the author's observations about the Village Government and the community have

not been able to create a conducive climate by maintaining security and order around the location of the tourist attraction, this can be seen from the lack of security both in the parking lot and at tourist attractions so that it does not provide comfort and security for tourists.

From the description of the three indicators, it is in accordance with Wahyudi's opinion (1996:23) which explains that the strategy is as follows:

Business strategy focuses more on making strategic decisions that involve the competitive position of a particular product or market share in a division. If a company wants to win or just survive in an industry, it must adopt a business strategy that can create a competitive advantage over competitors, so business strategies are often referred to as competitive strategies.

Thus, it is very clear that if the Gunungsari Village Government wants to win the competition in the development of tourist villages, the tourism village manager must adopt a business strategy that can create a competitive advantage, meaning that in the management of tourist villages there are several strategies that can increase tourism visits, this can be done. by adopting the strategy that has been done.

d. Functional Strategy

Thus, in implementing the strategy, the Village Government must always pay attention to the situation and conditions in the surrounding environment and be supported by qualified sources of funds and resources so that the implementation of the tourism area development strategy can provide optimal results. This means that

the village government's attention to the existence of tourism villages is very important in order to support the implementation of tourism village management by providing a budget and support for management officers who have the ability to develop tourist villages in Gunungsari Village.

Based on the three indicators, it is in line with Wahyudi's opinion (1996:23) that the functional strategy:

This strategy is directly related to making decisions concerning the support divisions in order to produce and market the product until it reaches the customer. This strategy is more operational in nature because it will be directly implemented by the management functions under their responsibility, such as production management, marketing, finance, and human resources functions.

In addition, as a form of public awareness to play an active role. Where people are aware of their roles and responsibilities as good hosts for visiting tourists to create a conducive environment and atmosphere. In addition, the community is aware of the rights and needs to become tourism actors as a form of basic needs for recreation and especially in knowing and loving the homeland. The two elements must also prioritize the values contained in *Sapta Pesona*, which must create a conducive and ideal environment for the development of tourism activities. This will encourage tourist interest. The five charms include safe, orderly, clean, cool, beautiful, friendly, and memorable. The people themselves are aware that this tourism has good prospects, namely

employment opportunities and increased income opportunities.

Based on the results of the study, it is known that the tourism village development strategy by the Gunungsari Village Government, Sadananya District, Ciamis Regency has not been optimal so that it has not been able to increase visits to tourist villages in Gunungsari Village. This is due to the lack of village government implementing four levels of strategy according to Salusu, (1996 :102-103). What is done by the village government in developing a tourist village which includes: the lack of facilities and infrastructure in the tourist village such as insufficient parking space so that visitors use the shoulder of the road to park their vehicles even though the road to the tourist attraction is small besides the lack of trash cans so that visitors throw away littering besides that the promotion system is still lacking this is because the village government has not used the village website in promoting existing tourist attractions besides that it lacks cooperation with local governments in promoting tourism objects so that local governments have not been able to bridge the relationship between the central government, universities and the world efforts to help develop tourist attractions. As well as the not yet optimal empowerment of the community around the tourist attraction, this is due to the lack of the village government in providing guidance and training in the development of tourist villages. Empowerment and training for the community is intended to improve the community's ability to help develop a wista village. Another problem is that the village government still does not provide opportunities for local

communities to market their work. This is because there is no place to sell the work provided by the village government for the community and there has not been a collection of community works that can be used as souvenirs for visitors who come.

Likewise, the results of observations show that the village government is still not optimal in developing tourist villages, this is evidenced by the lack of implementing various strategies in developing tourist villages such as the lack of exploring and developing the existing potential through various cultural attraction activities due to the lack of compepar ability in collaborating with various parties. both the local government and the community to be able to help promote the various potentials that exist around the tourist attraction. In addition, the lack of providing various facilities that can provide comfort and security for visitors.

Conclusions

Based on the results of the study, it is known that the tourism village development strategy by the Gunungsari Village Government, Sadananya District, Ciamis Regency is not optimal, this is because the village government has not implemented according to the four levels of strategy, this is evidenced by the lack of existing facilities and infrastructure in tourist villages such as insufficient parking space. so that visitors use the shoulder of the road to park their vehicles even though the road to the tourist attraction is small besides the lack of trash cans so that visitors litter. The promotion system is still lacking, this is because the village government has not used the

village website in promoting existing tourist attractions besides that it lacks cooperation with local governments in promoting tourism objects so that local governments have not been able to bridge the relationship between the central government, universities and the business world in helping develop tourist attraction. This is due to the lack of village government in providing guidance and training in the development of tourist villages. The lack of opportunities for local communities to market their work is due to the lack of holding community works that can be used as gifts for visitors.

Therefore, the village government has asked BUMDes as the manager of the tourist attraction to maintain the environment around the tourist village so that it looks clean and beautiful and can create visitor comfort. In addition, it has added various facilities and infrastructure such as providing parking lots and providing trash cans in locations where there are a lot of visitors so that visitors can throw garbage in its place and repair roads to make it easier for visitors to come.

Based on the conclusions of the research, the authors convey the following suggestions:

- a. The village government should increase cooperation with BUMDes as the manager of the tourist village to improve environmental maintenance and add various facilities around the tourist attraction so as to create comfort and security for visitors.
- b. The village government should continue to explore various potentials that can be developed to support the existence of tourist objects by involving the community

so that the existence of tourist objects can provide benefits to the community around the tourist attraction.

- c. The village government should cooperate with the Regional Government to obtain guidance and direction in the preparation of the tourism village development master plan so that it can provide a reference for policy makers and stakeholders to determine strategic development steps for tourism village development.

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