

# Village Government Assistance in Strengthening Tourism Village Institutions in Cisadap Village, Ciamis District, Ciamis Regency

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## Abstract

The development of tourism villages represents a strategic approach to rural development by optimizing local potential and community empowerment. This community service activity aims to strengthen tourism village institutions through Village Government assistance in Cisadap Village, Ciamis District, Ciamis Regency. The assistance focuses on improving institutional governance, enhancing human resource capacity, and optimizing agribusiness-based economic potential, particularly through Village-Owned Enterprises. This activity employs a qualitative exploratory approach with participatory methods, including observation, interviews, documentation, and community-based mentoring. The results demonstrate that institutional strengthening has been implemented through the establishment of formal governance structures involving the Village Government, Tourism Awareness Group (Pokdarwis), and BUMDes. However, significant challenges persist in operational governance, such as limited Standard Operating Procedures, low managerial capacity, and suboptimal digitalization of administrative systems. The Village Government plays a central role in facilitating regulatory development, capacity building, and multi-stakeholder coordination. Strengthening efforts include specialized training programs, organizational restructuring, digital governance development, and expanding partnerships with external stakeholders, including local governments, universities, and the private sector. A SWOT analysis indicates that while Cisadap Village possesses robust tourism potential, it faces critical weaknesses in human resources, infrastructure, and institutional management. The findings highlight that integrating regulatory strengthening, community empowerment, and collaborative governance is essential for developing a sustainable tourism village. In conclusion, Village Government-assisted institutional strengthening serves as a key strategy to transform Cisadap Village into an independent, competitive, and sustainable tourism destination. This model emphasizes that synergy between local authorities and community groups is fundamental for long-term rural economic resilience.

**Keywords:** Institutional strengthening; Village Government assistance; tourism village; BUMDes; Community-Based Tourism

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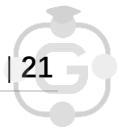
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## INTRODUCTION

The development of tourism villages is one of the strategies to promote sustainable rural development through the optimization of local potential and community empowerment. According to Asyari (2015) in Widiastuti & Nurhayati (2019), a tourism village is an independent village in which all local potentials are managed as tourist attractions without relying on external investors. In line with this, Nurdiansah (2014) emphasizes that tourism village development must be carried out in an integrated manner, involving the integration of attractions, accommodation, infrastructure, as well as the socio-cultural life of the local community.

The success of tourism village development is highly determined by the capacity of local institutions and the support of the Village Government in managing organizational structures, human resources (HR), and partnership systems. Tourism village institutions function as coordination



platforms that ensure program sustainability through community participation and good governance practices (Oksavira et al., 2021). From an institutional perspective, Pratama (2012:54) states that institutions are patterns of relationships among community members bound within an organization governed by norms, ethics, and both formal and informal rules to achieve shared goals. Meanwhile, Sumarti et al. (2008) classify rural institutions into two types, namely formal institutions such as Village Governments and Village-Owned Enterprises (BUMDes), and informal institutions that emerge from the community.

In the context of tourism village development, the role of the Village Government is highly strategic, particularly in terms of facilitation, regulation, and assistance. The Village Government does not only act as a policymaker but also plays a role in strengthening institutional capacity and empowering the community. This is in accordance with Government Regulation No. 72 of 2005, which states that the Village Government is an element of village administration authorized to manage village potential. Cisadap Village, Ciamis District, Ciamis Regency, is one of the villages designated as a tourism village based on the Decree of the Regent of Ciamis in 2023. The village has diverse tourism potentials, including religious tourism at the Tomb of the Galuh Regent, Airsoft Gun sports tourism, rafting, Kampung Tahu (Tofu Village), and an integrated Garut sheep farming education program involving the community and the Village Government. These potentials serve as important assets for community-based tourism development.

However, tourism village development in Cisadap Village still faces several challenges, particularly in institutional aspects. The organizational structure of tourism management is not yet optimally arranged, human resource capacity in tourism business management is still limited, and the governance of BUMDes has not been professionally managed. In addition, limited digital literacy and inadequate road infrastructure also hinder tourism attractiveness and accessibility.

Based on these issues, efforts to strengthen institutional capacity through structured and sustainable assistance are required. Village Government assistance plays a key role in enhancing organizational capacity, improving institutional governance, and optimizing the village's economic potential through tourism development. Therefore, this community service activity focuses on Village Government assistance in strengthening the tourism village institution in Cisadap Village, Ciamis District, Ciamis Regency, as an effort to realize an independent, adaptive, and sustainable tourism village.

The institutional strengthening of Cisadap Tourism Village in this community service activity is closely related to the role of Village Government assistance in shaping social structures, norms, and practices at the village level. From an institutional theory perspective, institutions consist of three main pillars: regulative, normative, and cognitive (Scott, 2014). These three dimensions provide an analytical framework for assessing the institutional strengthening process of the tourism village through village government assistance.

In the **regulative dimension**, the Village Government of Cisadap has played a significant role in providing formal legitimacy for tourism village governance through the establishment of organizational structures involving the Village Government, the Tourism Awareness Group (Pokdarwis), and the Village-Owned Enterprise (BUMDes). This institutional arrangement reflects formal recognition of tourism management at the village level. However, the results of the assistance activities indicate that several operational instruments, such as standard operating procedures (SOPs), strategic planning documents, and structured financial reporting systems, are still not fully developed and systematically implemented. This condition shows that regulative strengthening remains necessary to improve governance effectiveness and accountability.

In the **normative dimension**, community participation and mutual cooperation remain the main social capital supporting the implementation of tourism village activities. Through the assistance process, community involvement in tourism management, service provision, and promotional activities has been strengthened. These values reflect collective awareness in supporting village development. However, managerial professionalism, particularly in tourism services and financial management, still requires continuous capacity-building through structured mentoring programs facilitated by the Village Government and related stakeholders.

Meanwhile, in the **cognitive dimension**, there are variations in understanding among stakeholders regarding the direction of tourism village development. Some actors still perceive tourism activities as a complementary sector, while others view it as a strategic economic driver for



the village. These differences indicate the importance of continuous facilitation by the Village Government through deliberation forums and participatory planning to build a shared vision and common understanding of institutional development.

Overall, the institutional condition of Cisadap Tourism Village can be categorized as a developing institution, where formal structures have been established but require further strengthening through structured village government assistance to enhance operational capacity and institutional coherence.

Within the framework of governance theory, public governance is no longer solely the responsibility of the government but involves collaboration among multiple actors (Rhodes, 1996). Therefore, the Village Government assistance in this program is directed toward strengthening collaborative governance that emphasizes participation, transparency, and accountability (Ansell & Gash, 2008).

The first strategy implemented is **capacity building**, which focuses on improving human resource competencies through training in organizational management, financial governance, and tourism entrepreneurship. This strategy aims to enhance the professionalism of tourism managers while strengthening the normative and cognitive aspects of the institution.

The second strategy is **structural strengthening**, carried out through clarification of roles and responsibilities among tourism village actors. A well-defined organizational structure supported by SOPs and strategic planning documents is essential to reduce role ambiguity and improve coordination effectiveness within the institution.

The third strategy is the development of an **integrated governance system**, including the digitalization of administrative and reporting processes. This digital transformation supports transparency, accountability, and more efficient monitoring and evaluation of tourism village performance, in line with good governance principles. Furthermore, strengthening partnership networks with external stakeholders such as local government agencies, higher education institutions, and the private sector is an important aspect of expanding access to resources, innovation, and tourism promotion. This collaborative approach enhances synergy among actors in supporting the sustainability of the tourism village.

Institutional sustainability is also reinforced through a monitoring and evaluation system based on clear performance indicators, such as program effectiveness, financial transparency, community participation, and contributions to village revenue. These indicators serve as a foundation for ensuring that institutional strengthening is continuous, adaptive, and measurable.

Therefore, the **Village Government-assisted institutional strengthening of Cisadap Tourism Village** requires an integrated approach that combines regulatory improvement, capacity enhancement, and collaborative governance development. This approach is expected to produce a tourism village institution that is more effective, accountable, and sustainable.

### **Institutional Conditions of Cisadap Tourism Village**

The institutional strengthening of Cisadap Tourism Village in this Village Government assistance program reflects the interaction between formal structures, social norms, and the collective understanding of involved stakeholders. From a regulative perspective, Cisadap Tourism Village already has an organizational structure involving the Village Government, the Tourism Awareness Group (Pokdarwis), and the Village-Owned Enterprise (BUMDes). This structure demonstrates formal legitimacy in tourism village governance. However, the results of the assistance activities indicate that strengthening operational instruments such as Standard Operating Procedures (SOPs), strategic planning documents, and reporting systems is still required to ensure more stable, consistent, and accountable governance.

In the normative dimension, community participation and the spirit of mutual cooperation (gotong royong) remain the main social capital supporting tourism village activities. Through Village Government assistance, community involvement in tourism management, service delivery, and promotional activities has been further strengthened. Nevertheless, the level of professionalism in organizational management, tourism services, and financial governance still needs to be improved through continuous training and mentoring programs.



Meanwhile, in the cognitive dimension, there are differing understandings among stakeholders regarding the direction and objectives of tourism village development. Some stakeholders still perceive tourism village activities as a supplementary sector, while others view them as a strategic driver of the village economy. These differences highlight the importance of facilitation by the Village Government through deliberation forums and participatory planning processes to develop a shared vision in institutional development.

### **Institutional Strengthening and Governance Strategy**

Within the governance theory framework, institutional strengthening through Village Government assistance is directed toward capacity building, structural reform, and the development of collaborative governance. Capacity building is carried out through training in organizational management, tourism entrepreneurship, and financial governance to improve institutional accountability and efficiency.

Structural reform is implemented by clarifying the division of roles and responsibilities among tourism village actors in order to avoid overlapping authority and improve coordination effectiveness. In addition, the implementation of an integrated governance system, including digitalization of administration and reporting, is an important step to enhance transparency and facilitate monitoring and evaluation processes.

A collaborative governance approach is also essential in expanding partnership networks with local governments, universities, and the private sector. This collaboration provides broader access to resources, innovation, and tourism promotion, thereby strengthening the sustainability of the tourism village.

Institutional sustainability largely depends on a monitoring and evaluation system based on measurable performance indicators. The development of indicators such as program effectiveness, financial transparency, community participation, and economic contribution to village income is a strategic step to ensure adaptive and sustainable governance.

Thus, institutional strengthening of Cisadap Tourism Village through Village Government assistance requires an integrated approach combining regulatory improvement, capacity enhancement, and collaborative governance development to achieve an independent, professional, and sustainable tourism village.

## **METHODS**

This community service activity was conducted in Cisadap Village, Ciamis District, Ciamis Regency, focusing on the strengthening of tourism village institutions through Village Government assistance. Cisadap Village has unique local characteristics with tourism potential based on natural, historical, and local economic resources, one of which is Ardilaya Hill as a local icon. The administrative center of Cisadap Village is located at Jalan RA. Sutadinata No. 5, Ciamis District, Ciamis Regency, West Java.

This activity was carried out from November 1, 2025, to November 30, 2025. The instruments and materials used included interviews, observation, documentation, as well as educational and mentoring activities related to the development of tourism potential in Cisadap Village.

This study employed a qualitative approach with an exploratory method. This approach was selected to gain an in-depth understanding of the institutional conditions of the tourism village and the role of Village Government assistance in strengthening it based on field realities. The exploratory method was used to obtain initial insights, identify problems, and formulate more effective institutional development strategies.

The qualitative approach in this community service activity emphasises the collection and analysis of descriptive data derived from in-depth interviews, field observations, and documentation. The data were then analysed to describe the dynamics of tourism village institutions and the Village Government's role in the mentoring process. According to Sugiyono (2013), reality in qualitative research is a construct derived from data interpretation and meaning in the field.

### **Stages of Implementation**



The implementation of the activity was carried out through the following stages:

#### 1. Preparation Stage

This Stage included identifying the potential and problems of tourism village institutions through initial observation, coordination with the Village Government, and mapping institutional strengthening needs. At this Stage, partners were also identified, namely the Village Government, the Tourism Awareness Group (Pokdarwis), and Village-Owned Enterprises (BUMDes).

#### 2. Mentoring Implementation Stage

The mentoring process was conducted participatively through several activities, including:

- Socialisation and education on the importance of strengthening tourism village institutions
- Training in organisational management, tourism business management, and human resource capacity building
- Facilitation of village regulations, such as Village Regulations and Village Head Decrees, as legal foundations for institutional governance
- Assistance in managing BUMDes business units, particularly in Garut sheep farming-based agro-tourism development
- Assistance in tourism promotion digitalisation through the use of social media

#### 3. Evaluation and Monitoring Stage

An evaluation was conducted to assess the effectiveness of mentoring activities in strengthening tourism village institutions. Monitoring was carried out periodically through discussions, interviews, and observations of the development of Pokdarwis and BUMDes institutions.

##### Data Collection and Analysis Techniques

Data collection techniques included observation, interviews, and documentation. The collected data were analysed using a descriptive qualitative approach to describe the mentoring process and the outcomes of institutional strengthening in the tourism village.

In addition, a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) was used as a strategic evaluation tool. According to Nazarudin in Safitri et al. (2024), SWOT is a strategic planning instrument used to evaluate internal and external organisational factors.

The SWOT components include:

1. Strengths: internal advantages and potential of the village
2. Weaknesses: internal limitations, such as human resources and infrastructure
3. Opportunities: external conditions that can be utilised for tourism village development
4. Threats: external factors that may hinder development

The application of SWOT analysis in this study aims to provide a strategic overview for the Village Government in making more targeted, effective, and sustainable decisions regarding the institutional strengthening of the tourism village.

## RESULTS AND DISCUSSION

The institutional strengthening of Cisadap Tourism Village through Village Government assistance represents the implementation of a local policy that integrates regulatory aspects, human resource capacity-building, and the optimisation of agribusiness-based economic potential. Fundamentally, the sustainability of this tourism village is supported by Village Regulation Number 05 of 2024 concerning Tourism Villages, which serves as the legal framework for all tourism activities in Cisadap Village.

This institutional formalisation provides legal legitimacy for operational activities while establishing a structured governance ecosystem through a clear division of roles: the Tourism Awareness Group (Pokdarwis) as the driver of social capital, and the Village-Owned Enterprise (BUMDes) as the economic management unit. This integration ensures that every development initiative remains grounded in local wisdom while maintaining professional standards and accountability.

From an economic perspective, the transformation of BUMDes through the development of a sheep farming business unit has become a strategic instrument for diversifying village income. This program is not only profit-oriented but also serves as a learning platform to enhance community capacity in modern agribusiness. Through collaboration with universities and external institutions, a knowledge transfer process has been established, shifting traditional farming practices toward more



scientific and productive livestock management, particularly in developing the Garut sheep as a flagship asset of the tourism village.

The provision of infrastructure in the form of integrated livestock pens with measurable capacity serves as the physical foundation for program sustainability. The strategic arrangement of these facilities supports animal health management and waste control systems, thereby contributing to the development of a clean, organised, and sustainable educational tourism area.

In addition to physical infrastructure, accelerated digital promotion led by youth groups and the Youth Organisation (Karang Taruna) serves as a catalyst for expanding the reach of the tourism market. The use of social media platforms creates a competitive advantage aligned with contemporary tourist behaviour in the digital era.

Overall, the success of the Cisadap Tourism Village development is strongly determined by the strength of collaboration within the Community-Based Tourism (CBT) framework. Openness to external partnerships, combined with monitoring and evaluation mechanisms, is essential to maintaining development stability. Continuous evaluation enables the Village Government to adapt policies dynamically in response to structural and technical challenges.

### **a. SWOT Analysis of Tourism Village Development in Cisadap Village**

Based on field findings, a SWOT analysis was conducted to identify internal and external factors to strengthen the institutional development of Cisadap Tourism Village, as a basis for strategic decision-making by the Village Government.

#### **1. Strengths**

Cisadap Village has diverse tourism potential, including the religious tourism site of the Galuh Regent's Tomb, Kampung Tahu (Tofu Village), Airsoft Gun activities, white-water rafting, and an educational sheep farming tourism program. The village was officially designated as a Tourism Village by the Ciamis Regent's Decree in 2023 and recognised as one of the Top 10 Best Tourism Villages in Ciamis Regency in 2025.

#### **2. Weaknesses**

Key weaknesses include limited human resource capacity in professional tourism management, low agribusiness literacy among farmers, weak institutional structures for Pokdarwis and BUMDes, and inadequate infrastructure, including damaged roads and ineffective digital promotion strategies.

#### **3. Opportunities**

The growing public interest in educational tourism and agrotourism offers significant opportunities to develop the Sheep Farming Educational Village. Government support through national tourism village development programs also opens access to funding and assistance. In addition, digital technology offers significant opportunities to expand tourism promotion beyond regional boundaries.

#### **4. Threats**

Major threats include reliance on traditional livestock farming practices that hinder innovation, unstable market access that affects economic productivity, and strong competition from other tourism villages that continuously innovate their tourism products and services.

### **b. Education on Tourism Potential Development in Cisadap Village**

The results of this community service activity were followed by an educational program on tourism potential development held at the Cisadap Village Hall on November 27, 2025. This activity involved the Village Head, village officials, Village-Owned Enterprise (BUMDes) managers, and the Youth Organisation (Karang Taruna). The community service team from Universitas Galuh delivered material on the management model of Cisadap Tourism Village aimed at improving the community's economic welfare. The concept emphasised the importance of community involvement in the planning, management, and marketing of tourism activities, as well as strengthening multi-stakeholder collaboration in village-based tourism development. This activity received full support from the Village.



**Figure 1.** Socialisation Activities on the Role of the Village Government in Developing Tourism Village Institutions

### c. Existing Conditions and Institutional Strengthening Needs

**Table 1:** Existing Conditions and Institutional Strengthening Needs

<b>Institutional Aspect</b>	<b>Existing Condition</b>	<b>Main Issues</b>	<b>Strengthening Recommendations</b>
Organizational Structure	Village Government, Pokdarwis, and BUMDes already exist	Roles and responsibilities are not formally documented	Development of formal structure and SOPs
Administration	Still manual	Not systematic and not digitalized	Digitalisation of administration and reporting
Human Resources	High community participation	Limited managerial and entrepreneurial skills	Training in management and entrepreneurship
Community Participation	Community involvement exists	Not integrated into long-term planning	Strengthening participatory planning
Partnerships	Supported by Village Government	Limited external networks	Development of partnerships with universities, government, and the private sector
Monitoring & Evaluation	Conducted informally	Not based on performance indicators	Development of an indicator-based evaluation system

## 5. Institutional Strengthening Strategy Model

**Table 2:** Institutional Strengthening Strategy Model

Dimension	Focus of Strengthening	Expected Output
Regulatory	SOPs, village regulations, strategic planning	Stable and standardised governance
Normative	Professionalism and organisational culture	Improved tourism service quality
Cognitive	Shared vision alignment	Consistent tourism development direction
Collaborative Governance	Multi-stakeholder partnerships	Sustainable development and innovation

## 6. Conceptual Model of Institutional Strengthening

**Figure 2.** Conceptual Model of Institutional Strengthening

Supported by:

- Local Government
- Universities
- Private Sector

Through a **Collaborative Governance Framework**

## CONCLUSION

The strengthening of tourism village institutions in Cisadap Village through Village Government assistance plays an important role in improving governance effectiveness and the success of tourism village development. Mentoring activities through education, organisational strengthening, and the implementation of a more integrated management system have been proven to enhance institutional capacity at the village level.

Strategic efforts that can be continuously developed include improving the capacity of village officials and the community through training in management, entrepreneurship, and tourism village governance; developing a clearer, well-documented organisational structure; and strengthening digital-based administrative and management systems. In addition, optimising community participation, expanding partnership networks with various stakeholders, and implementing continuous monitoring and evaluation are key to strengthening tourism village institutions.

Through the implementation of these measures, the Village Government's role in strengthening the Cisadap Tourism Village institution is expected to become more effective and efficient in sustainably managing the village's tourism potential.

## Limitations and Future Development Directions

### Limitations

This research and community service activity have several limitations. First, the scope of the activity is limited to Cisadap Tourism Village; therefore, the findings are contextual and cannot be



generalised to other tourism villages. Second, the relatively short implementation period limits the ability to observe the long-term impacts of institutional strengthening. Third, the approach used is predominantly qualitative, so it does not quantitatively measure the effectiveness and economic impact of institutional strengthening on community welfare.

### **Future Development Directions**

In the future, it is necessary to develop a tourism village institutional model grounded in local wisdom, supported by an integrated digital management system, to improve transparency and accountability. Capacity building for village officials and Tourism Awareness Groups (Pokdarwis) should be sustained through ongoing training in management, entrepreneurship, and village tourism governance.

Furthermore, expanding strategic partnerships with local governments, universities, and the private sector is an important step to support innovation and funding for tourism village development. Future research is also recommended to use quantitative or comparative approaches to more accurately measure the impact of institutional strengthening on organisational performance and community welfare.

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It is hoped that the results of this study will provide both academic benefits and practical contributions to strengthening tourism village institutions and to the sustainable development of Cisadap Tourism Village, ultimately bringing positive impacts to the local community.

### **Statement and Declarations**

#### **Originality Statement**

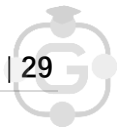
The community service article entitled "*Village Government Assistance in Strengthening Tourism Village Institutions in Cisadap Village, Ciamis District, Ciamis Regency*" is an original scientific work prepared by the researcher based on field-based community service and research activities. All data, analysis, and findings presented in this article are the result of the researcher's work and have undergone an academic process in accordance with applicable scientific standards. All sources used have been properly cited and clearly listed in the references.

#### **Plagiarism-Free Statement**

The researcher declares that this article is free from plagiarism. If any violations of academic ethics are identified in the future, the researcher is willing to be held accountable in accordance with applicable regulations and institutional policies.

#### **Research Ethics Statement**

This study was conducted in accordance with research ethics principles, including obtaining official permission from the Government of Cisadap Village and ensuring the confidentiality and comfort of informants. Respondents' participation was voluntary and based on informed consent.



### Conflict of Interest

The researcher declares that there is no conflict of interest in the conduct or reporting of this community service research.

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