

Assessing the Effectiveness of Local Government Roles in the Development of Sungai Batang Village Tourism, Agam Regency

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ABSTRACT

Tourism is one of the priority sectors for development in Indonesia, as it is seen as having a multiplier effect and the potential to improve the economy, including in rural areas. In this regard, developing tourist villages is one of the strategies implemented. This research aims to determine the role of the regional government of Nagari Sungai Batang, Agam Regency, West Sumatra Province. This research is descriptive in nature with a qualitative approach. The main data come from informants consisting of government officials at the district and Nagari levels, tourism business actors, and tourists. The research results show that the district government and Nagari government have played a role in developing the Sungai Batang Tourism Village, but the role they have played is still not optimal. As facilitators, they have not been able to provide adequate infrastructure and supporting facilities to develop tourist attractions. The knowledge, skills, and interests of community members have not been adequately facilitated and mobilized, so their involvement in utilizing their potential is not yet optimal. The conclusion of the study is that the government has played a role in the development of the tourism village, but there is still a need for capacity building, strengthening the facilitator role, infrastructure development, and enhancing community involvement so that the potential of Sungai Batang Tourism Village can be maximized sustainably.

Keywords

Role of Government, Rural Tourism, Tourism attraction

Introduction

Developing the tourism sector is one of the government's strategies to encourage regional economic growth and improve community welfare. Article 4 of Law Number 10 of 2009 concerning tourism explains the objectives of tourism: increasing economic growth, improving public welfare, eradicating poverty, addressing unemployment, preserving the environment and resources, advancing culture, elevating the nation's image, fostering a love of the homeland, strengthening national identity and unity, and strengthening friendship between nations (Law No. 10 of 2009). Regional governments have broad authority to manage and develop tourism potential within their regions as a source of regional revenue and as a means of empowering local communities. The tourism sector is capable of creating jobs, increasing community income, encouraging the growth of micro, small, and medium enterprises (MSMEs), and strengthening local cultural identity and preservation. Tourism also contributes to increasing regional revenue through taxes and levies, making it a potential sector in supporting sustainable regional development (Yustika, 2022).

Tourism is expected to play a role in improving public welfare, as mandated in the Preamble to the 1945 Constitution. Statistics Indonesia (BPS) data from 2010-2020 shows that the tourism sector's contribution to Gross Domestic Product (GDP) only ranged from 3.05-4.1%. Therefore, based on this data, the tourism sector has not yet played a significant role in the national economy (Windah, 2025). The tourism sector has potential for development in the social, economic, and cultural fields, making it a leading sector for development in Indonesia. Indonesia has a diversity of potential resources as tourist attractions, such as natural beauty, cultural diversity, and unique biodiversity, which are a unique attraction for both domestic and international tourists (Sukma et al., 2021).

In line with Indonesia's development strategy under President Joko Widodo, the government has launched development from the periphery by strengthening the role of villages as centers of economic growth. The government established this policy to encourage equitable development and improve the welfare of local communities (Dewi et al., 2022). The Ministry of Tourism and Creative Economy (Kemenparekraf) is developing tourist villages as a strategy in the tourism sector to optimize local potential, create jobs, and increase community income. According to 2018 data from the Central Statistics Agency (BPS), Indonesia has 83,931 villages, of which 1,734, or approximately 2.06%, are tourist villages. This situation indicates that the development of tourist villages in Indonesia still requires sustainable policy support (Novita et al., 2023).

One of the challenges in developing tourist villages is the frequent customary land conflicts, such as in Nagari Koto Malintang, West Sumatra. Indigenous communities in Nagari Koto Malintang experienced land disputes with other parties due to unilateral claims to their customary land without the approval of the *ninik mamak* (head of the village elders) and local traditional leaders. Consequently,

residents rejected the claims and filed lawsuits to defend their customary land rights. This situation demonstrates that land ownership conflicts remain a structural issue that has the potential to hinder the development of indigenous community-based tourism attractions if there is no fair and participatory resolution mechanism (Krajan, 2023). A customary land conflict also occurred in the Alahan Panjang area, Solok Regency. The Kopong Malay community blocked road access to a tourist resort in protest because the customary land they had long controlled was being used for tourist development without the release of rights, compensation, or adequate customary approval. This led to strong rejection and an escalation of the dispute, which led to the involvement of the local government and customary institutions. This case shows that conflicts like this not only create social tension but can also disrupt access and operations of tourist areas which are directly related to the role of local government (Expos Sumbar, 2023).

Another problem that occurs is that village tourism development often experiences economic leakage (economic leakage) which causes the majority of tourism revenue to flow out of tourist villages. Many local businesses lack broad market access, capital, or fair partnerships, resulting in tourism profits being enjoyed primarily by investors from outside the region or large businesses, rather than by the local communities hosting them in their own villages. This situation indicates the importance of local economic empowerment strategies and strong institutions so that the economic benefits of tourism can be enjoyed more equitably by village communities.

In the RPJM of West Sumatra Province (2016-2021), the tourism sector is a form of responsibility for the mandate of Law Number 25 of 2004 concerning the National Development Planning System so that it can be used as a reference for the West Sumatra Provincial Tourism Office apparatus in implementing policies, programs and activities to be oriented towards optimal results and benefits for the community. Managing tourism affairs that synergize with the development of the West Sumatra creative economy is a challenge for the West Sumatra Provincial Tourism Office. The various creative industries in West Sumatra, if managed well, will be able to support the tourism sector by attracting more visits, both domestic and international tourists. The goal to be achieved in the development of tourism and the creative economy of West Sumatra in 2017-2021 is to increase the economic growth of the tourism sector. The targets to be achieved are increasing domestic and international tourist visits to West Sumatra, increasing the length of stay of tourists, increasing the growth of the tourism industry and the creative economy of West Sumatra and improving organizational governance. The strategies used to achieve tourism and creative economy development in West Sumatra are to encourage improvements in the quality of facilities and infrastructure at tourist attractions, increase the participation of creative economy (ekraf) actors, increase tourism promotion at home and abroad,

develop tourism businesses, human resources and tourism and creative economy resources that are competitive and credible.

Agam Regency is a tourism destination in West Sumatra Province with high tourism potential. This region is home to Lake Maninjau and Mount Singgalang, which are potential natural attractions. In addition, there are also cultural attractions such as the Buya Hamka House. Therefore, the Agam Regency Government, in its 2021-2026 RPJP and RPJM, has placed the tourism sector as a key element in the Regional Medium-Term Development Plan (RPJMD). One of the Agam Regency Government's tourism policies is to prioritize tourist villages as a strategy to attract tourists to Agam Regency. Based on Agam Regent Decree Number 313 of 2021, there are 21 tourist villages in Agam Regency, six of which have been nominated to receive the Indonesian Tourism Village Award (ADWI) in 2022.

The Government Agency Performance Report (LKIP) for the 2018 Fiscal Year, explains that the Agam Regency Government has a role in the development and management of tourism destinations, establishing cooperation and disaster mitigation, improving regional tourism marketing and publication, increasing the quality and quantity of creative economy business actors. The Agam Regency Government has succeeded in improving the facilities and infrastructure of tourist attractions carried out by developing facilities and infrastructure for the Linggai tourist attraction, the construction of a million steps, the Tbek Sari'an Sports Facility, the Pasia Tiku OW, and maintaining tourist attractions. The results that have been achieved are increasing the quality and quantity of facilities and infrastructure for tourist attractions in the context of local origin and the community's economy.

The policies and strategies of the Agam Regency Government according to the 2018 Fiscal Year LKIP in improving the tourism sector are improving the human resources of the apparatus and all Tourism Stake Holders, Utilizing main tourist attractions such as Lake Maninjau, Puncak Lawang, Buya Hamka Museum which are already known in the Archipelago and abroad as strategic in promotion, Empowering and utilizing associations engaged in the field of Tourism, Increasing Tourism promotion through exhibitions, tourism events, road shows, as well as print and electronic media, Increasing cooperation with related agencies, Universities and the Private sector engaged in the field of Arts and Culture Tourism Business Services and others.

The Village Government is responsible for managing the area in accordance with the Village Development Policy. The direction of the Village Development Policy is the result of a comprehensive study of the Village's potential and problems, vision, mission, and development strategy that will produce priority programs and activities for the Village to be implemented in order to achieve the development goals, namely the realization of Village independence. Based on the results of an interview with the Village Secretary, Kamang Hilia, the Village Government of Kamang Hilia in managing the Lubuk Linggau tourist attraction has made every effort to collaborate

with the community, investors, and also entrepreneurs in the tourism sector. However, there are still shortcomings that need to be improved.

Based on observations in the Sungai Batang Tourism Village, Agam Regency, several issues have hampered the development of the village's tourism sector. These include limited accessibility to tourist sites due to damaged road infrastructure and a lack of clear directions. Furthermore, the lack of local community involvement in tourism management has resulted in most tourism businesses being managed by outsiders, thus under-receiving the full economic benefits to local residents. Minimal promotion is also a major issue, with most local businesses lacking a thorough understanding of digital marketing and the use of social media to attract tourists.

Huda et al.'s (2022) study emphasized the vital role of local governments in creating sustainable tourism destinations, but it did not delve deeper into the barriers to implementing government roles, such as the lack of inter-agency collaboration and limited local capacity. Muhammad Khadry & Riana Handayani Silalahi (2024) found that the success of tourism villages is highly dependent on government policies and the provision of adequate infrastructure. This study did not address the issue of unequal distribution of resources and the challenges faced by local governments in ensuring that the infrastructure built truly meets the needs of local communities. Yesayabela et al. (2024) emphasized the importance of community coordination and empowerment, but they did not address the difficulties in mobilizing local communities with limited knowledge and capacity in tourism management.

Yuda Pratama (2023) identified weak inter-agency synergy as a major obstacle to sustainable tourism village management. This study does not provide concrete solutions on how to improve existing inter-agency coordination. Azzahra et al. (2023) emphasize the need for training to enhance the capacity of local human resources, but they do not provide practical guidance on implementing such training effectively. Priatmoko et al. (2025) suggest the importance of optimizing local government regulation and oversight, but this study does not address how strict oversight can be balanced with support for local entrepreneurship. All of these studies indicate that while the role of local governments is crucial, they lack practical solutions to the challenges of coordination, community empowerment, and resource management that must be faced in developing tourism villages, such as in Sungai Batang Tourism Village, Agam.

Method

This research uses a qualitative approach with a descriptive type. According to (Moleong, 2021), a qualitative approach is research that aims to understand phenomena experienced by research subjects holistically, and through descriptions in the form of words and language, in a specific, natural context and by utilizing various scientific methods. The location of this research is in the Batang River tourist village, Tanjung Raya District, Agam Regency, West Sumatra. The research began in

January-February 2024. Data collection techniques used were interviews, observation, and documentation. Research informants are people who have access to information related to the problem or the required research data (Sugiyono, 2020). The informants for this research were the Head of the Department of Tourism, Youth and Sports, Village Head of Sungai Batang, Head of Tourism Development and Promotion, Sungai Batang Village Tourism Awareness Group

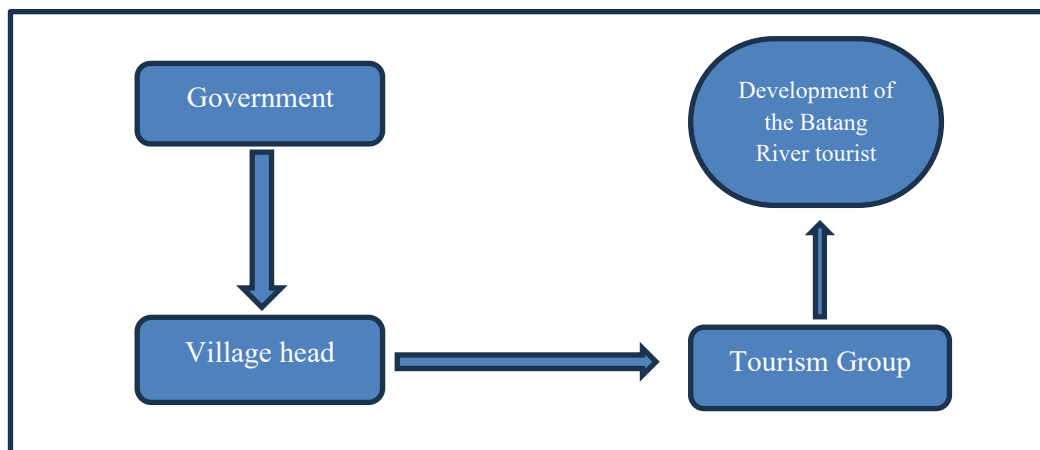
The data analysis techniques used were coding, triangulation, and reliability checks. Coding was used to organize interview and observation data into relevant categories, facilitating the analysis of emerging patterns or themes. Triangulation was performed by comparing the results of interviews, observations, and documentation. Reliability checks were conducted using inter-rater tests to ensure that the resulting data interpretations were reliable and had high validity (Miles & Huberman, 2020).

Result and Discussion

1. Policy and Development of Sungai Batang Village, Agam Regency

The development of tourist villages/villages is inseparable from the role of the government, including the central government, provincial and district governments, and village governments. The following describes the roles of the Agam Regency government and the Sungai Batang village government. The government's roles in tourism development must be interconnected. In this regard, the author will analyze the role of stakeholders in the development of the Sungai Batang tourist village in Agam Regency. In-depth interviews are expected to demonstrate the importance of synergy and collaboration between these roles, which can be illustrated as follows.

Figure 1. Triple Hel Relationship



Source: researchers, 2024

a. The Role of Government as a Regulator

The role of the Government as a regulator is to prepare a direction to balance the implementation of tourism activities through the issuance of regulations. As a regulator, the government provides a basic reference as an instrument to regulate tourism potential development activities so that it can overcome the problems that arise (Susi Iswanti & Zulkarnaini, 2022). The Agam Regency Youth and Sports

Tourism Office is one of the work units of the Regional Apparatus Organization under the Agam Regency Government which is determined based on Regional Regulation Number 11 of 2016 concerning the Formation and Composition of Regional Apparatus of the Youth and Sports Tourism Office, confirmed by the Agam Regent Regulation Number 57 of 2016 concerning the Position, organizational structure, duties and functions and work procedures of the Youth and Sports Tourism Office of Agam Regency, the role of duties and functions in the implementation of regional government affairs, in implementing youth and sports tourism, then there are wide opportunities in the development of youth and sports tourism in Agam Regency.

Based on Agam Regency Regional Regulation No. 1 of 2024 concerning regional taxes and levies, it explains the types of taxes collected based on the taxpayer's own calculations, namely hotel services. In Article 20, hotel services that are subject to tax are hotels, hostels, villas, tourist lodges, motels, inns, tourist guesthouses, guest houses, private residences that function as hotels and luxury camps. The tax rate imposed by the Agam Regency regional government on Hotel Services is 10%. The amount of the business service levy rate for recreation, tourism and sports services, the Agam Regency Government applies an entrance fee to tourist attractions for adult tourists of IDR 5,000 and child tourists of IDR 3,000. The amount of the fee is for one entry and includes insurance. Based on Agam Regency Regional Regulation No. 1 of 2024 concerning regional taxes and levies, it explains that vehicle tax for tourists visiting tourist attractions is Rp. 3,000 for 2-wheeled motorcycles, Rp. 5,000 for 4-wheeled cars, and Rp. 10,000 for 6-wheeled buses. Parking fees apply for one parking period/maximum 3 hours. Based on Agam Regency Regional Regulation No. 1 of 2024 concerning regional taxes and levies, it explains that the culinary kiosk tax is Rp. 150,000 per unit/month while the souvenir kiosk tax is Rp. 200,000 per unit/month. The Agam Regency Government allocated funds to the Tourism and Creative Economy Resource Development sector amounting to Rp 1,271,917,020 or 16.89% with program details, namely Basic Level Tourism and Creative Economy Human Resource Competency Development with funds amounting to Rp `1,077,541,920 and Facilitation of Creative Economy Creation, Production, Distribution, Consumption and Conservation Processes with funds amounting to Rp 194,375,920.

The government's role as a regulator has a significant impact on the development of the tourism sector. Xiaofeng et al (2021) explain that clear and structured policies can create regulations that support sustainable tourism, which is in line with the policy of Regional Regulation No. 1 of 2024 in Agam Regency. This study shows that policy implementation in Agam Regency is still limited, particularly in the equitable allocation of resources and strengthening the capacity of government agencies. Cheer & Pforr (2025) revealed that the imbalance between fiscal policy and effective management often becomes an obstacle to the implementation of sustainable

tourism. Mansour and Jha (2024) emphasize the importance of local community involvement in tourism destination management. Although the Agam Regency government has allocated funds for human resource development, local community involvement in tourism management is still suboptimal. Although government policies exist, the results of this study indicate that challenges in policy implementation need to be addressed so that the tourism sector can develop sustainably.

b. The Role of Government as a Motivator

The government's role as a motivator is crucial. The Agam Regency Tourism, Youth, and Sports Office plays a significant role and is the lead sector in inspiring the community and tourism operators (Pokdarwis) to actively participate in the management and development of the Sungai Batang Tourism Village in Agam Regency. Several methods that are considered effective by the Agam Regency Government include: (1) raising awareness, namely conducting outreach to the community of managers and local MSME actors to increase understanding of the importance of empowerment programs in improving the quality of life independently, (2) through capacity building, where the Sungai Batang Tourism Group is given skills before the empowerment process begins, including human resource management, and organizational groups (3) using empowerment methods where the managers of the Sungai Batang Tourism Village such as homestay owners and craft centers are empowered by providing power, authority and opportunities according to the level of ability or skill they have and (4) creating new MSME actors because the Sungai Batang tourism village is still relatively low in MSME actors in Sungai Batang, such as the still low level of adequate culinary facilities in Sungai Batang, so that many domestic and foreign tourists visit Sungai Batang but do not spend their money in Sungai Batang, so this causes economic leakage in the Sungai Batang tourism village.

Field observations show that the Agam Regency Tourism, Youth, and Sports Office plays a significant role in increasing tourist arrivals to tourist destinations, particularly the Sungai Batang tourist village. Agam Regent Dr. H. Andri Warman stated, "Homestays are a significant tourism force to be reckoned with because they are managed by local communities. The Homestay Association in Agam Regency has 69 members, 24 of whom have CHSE certification. CHSE certification is a guarantee for tourists that homestay managers have implemented protocols for cleanliness, health, safety, and environmental sustainability. Agam Regency is the region with the most CHSE certifications in West Sumatra."

The government's role as a motivator fosters enthusiasm, awareness, and community participation in developing local tourism potential. According to (Susi Iswanti & Zulkarnaini, 2022), village governments that actively act as motivators can mobilize communities to participate in the development of their regions. The success of tourism villages depends heavily on community participation in preserving the

environment, culture, and providing services to tourists. Village governments can be the primary drivers, fostering community pride in their tourism potential. Research (Alfan Hakim, 2022) explains that the government's role as a motivator in tourism development can foster local innovation. Governments that provide training, mentoring, and moral motivation to tourism businesses can raise awareness of the importance of service, cleanliness, and promotion. This approach helps communities become more creative in managing natural and cultural potential to become sustainable tourist attractions. Research (Jannah, 2025) explains the role of village governments as motivators, namely by providing counseling and training to the community. Village governments actively provide guidance on tourism potential management, marketing strategies, and improving the quality of human resources so that communities have adequate skills and knowledge to develop tourism villages. This training activity is a concrete manifestation of the government's role in providing targeted motivation, so that the community participates and has practical skills to manage tourist destinations independently and sustainably.

The government's role as a motivator is crucial in increasing community participation in local tourism development, particularly in the context of empowering tourism actors and strengthening skills. Xiaofeng et al (2021) explain that government involvement in providing outreach, training, and policy support can encourage active community participation in the tourism sector. Research in Tihingan Village shows that an active government role significantly increases community participation in tourism destination management, which aligns with findings that good regulations and government support can foster community enthusiasm and awareness in village tourism development. Jamal & Watt (2025) emphasize that government leadership in providing direction, education, and training opportunities is crucial for fostering community motivation to participate in sustainable tourism. Beaumont et al. (2021) also highlight that policies involving public awareness, community capacity building, and local economic empowerment strengthen community involvement in community-based tourism management, as seen in the socialization approach, Pokdarwis capacity building, and MSME empowerment in Agam Regency.

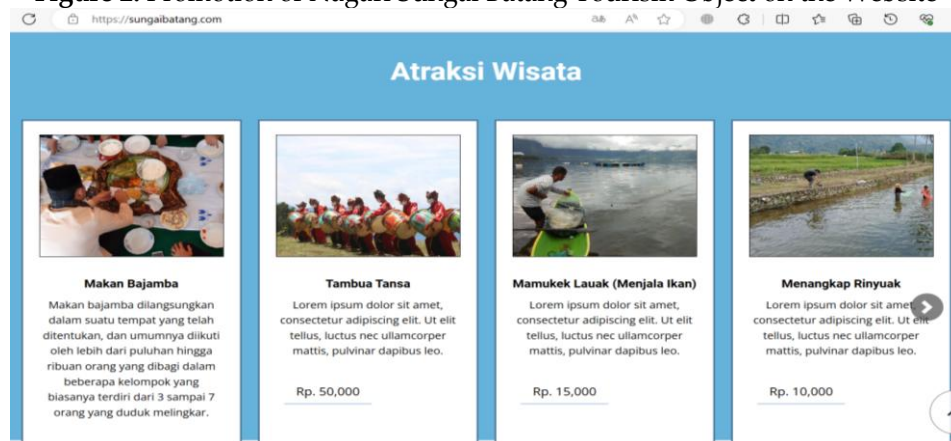
c. The Role of Government as a Facilitator

According to (Takome et al., 2021), the government's role as a facilitator includes its role in facilitating and supporting all activities that increase the required tourism potential, for both physical and non-physical facilities that support all tourism programs. Business mentoring for the development of the Sungai Batang tourism village by the Agam Regency Government has not been optimally carried out for the Sungai Batang tourism village development groups. The Sungai Batang Tourism Group (Pokdarwis) desires more intensive mentoring, where any problems or obstacles faced by Pokdarwis and Sungai Batang MSMEs can be resolved through Group Discussion Forums (FGDs) between the government and the community.

Activities like this must be carried out to gain a better understanding of their needs and provide solutions related to technical and financial constraints.

The Regional Government through the Agam Regency Youth and Sports Tourism Office (Disparpora) has fulfilled its role in providing budget and financial assistance to the developer of the Sungai Batang tourist village as stated in the 2024 Work Plan of the Agam Regency Youth and Sports Tourism Office, Tourism Resource Development Program and the creative economy with the sub-activity of implementing the capacity building of basic tourism and creative economy human resources amounting to Rp 1,367,942,000.00. The Agam Regency Youth and Sports Tourism Office has a significant role in promoting the Sungai Batang tourist village. The use of social media and online promotions demonstrates their readiness to adopt modern strategies in promoting tourism destinations to reach a wider audience. The documentation of the form of promotion of the Tourism Village in Sungai Batang can be seen on the Website <https://sungaiatang.com/>.

Figure 2. Promotion of Nagari Sungai Batang Tourism Object on the Website



Source: <https://sungaiatang.com/>.

One of the facilities and infrastructure provided by the Sungai Batang village government is homestays or accommodation. The homestays provided in the Nagari Sungai Batang Tourism Village are very unique. Tourists can stay in traditional traditional houses. like Homestay Rumah Baanjuang Nur Sutan Iskandar, Homestay Rumah Gadang Suku Tanjung, and Homestay Rumah Gadang Suku Chaniago. Based on the results of an interview with Mr. Ahsani Dt. Bandaro Kayo as the Head of Sungai Batang Village regarding the development of tourist attractions in Sungai Batang Village, namely

"As the Sungai Batang village government, we consistently advise the community on the high tourism potential of the Batang River, which will provide economic benefits. I ask the community to provide unique accommodations and homestays for tourists. Several tribes are willing to provide traditional houses as homestays. Thank God, many foreign tourists are interested in staying at these traditional houses."

The documentation of the promotional form for the Rumah Gadang Homestay in Nagari Sungai Batang can be seen on the website. <https://sungaiatang.com/>.

Based on the author's observations, the facilities and infrastructure provided by the government are quite good, but some remain poorly managed, including the lack of adequate culinary facilities, poorly maintained prayer rooms, and the lack of streetlights at night. This is certainly a serious concern for the government in developing the Sungai Batang tourism village.

Picture 3. Homestay/Accommodation



Source: <https://sungaiatang.com/>

According to research (Sunarti et al., 2022), the government acts as a facilitator, assisting communities in developing cultural tourism through activities such as training, education, and capital/business assistance. The government helps connect community groups with training programs, provides guidance in managing cultural tourism destinations, and participates in developing work programs that enable synergy between communities and village officials. This indicates that government business assistance increases local capabilities, strengthens tourism village management, and accelerates the development process. Research (Achsa et al., 2024) explains the role of village governments as facilitators, namely providing capital assistance schemes that are easily accessible to local tourism actors (homestays, crafts, culinary). The government also provides financial assistance that must be accompanied by requirements related to capacity building so that it is not only funding but also encourages sustainability. Research (Angkasa & Purnomo, 2025) explains that the local government (Tourism Office) as a facilitator can introduce the concept of destination marketing, branding, attractions, and the development of promotional tools such as digital infrastructure and marketing campaigns. The government can guarantee the availability of promotional tools (websites, social media, brochures) and connect with regional/national tourism networks so that tourist villages become better known.

2. The Role of the Sungai Batang Village Government in Developing Tourism Villages

a. The Role of the Village Government as a Regulator

The role of the Nagari Government as a regulator is to prepare a direction to balance the implementation of tourism activities through the issuance of regulations.

As a regulator, the government provides a basic reference as an instrument for regulating Agam Regency, located in Tanjung Raya sub-district, as determined by Agam Regent Decree Number 313 of 2021 concerning tourism villages. Tourism villages, as defined, are geographical areas within a single administrative area that contain tourist attractions, facilities, accessibility, and a community that are interconnected and complement the realization of village-based tourism industry businesses.

The Sungai Batang village government's regulatory policy is still in draft form, namely a village regulation on designating Sungai Batang as a halal tourism destination. This regulation is still being drafted to become a valid Sungai Batang village regulation. Although no village regulation exists yet, the village government must comply with and adhere to all regulations issued by the regional government.

Research (Sudibya, 2022) shows that the existence of clear and firm village regulations significantly influences the orderly management of tourist villages and prevents conflicts of interest among tourism business actors. Research (Yustika, 2022) found that the regulatory function of village governments is the primary foundation for creating legal certainty and sustainable community-based tourism development. Research (Windah, 2025) concluded that weaknesses in village-level regulations result in suboptimal tourism development programs due to the lack of technical guidelines and clear boundaries of authority.

The role of the Nagari Government as a regulator in preparing the direction of tourism activities plays a crucial role in ensuring sustainability and community involvement in the tourism sector. Rahaju et al. (2026) showed that structured and integrated local government policies are a crucial factor in sustainable tourism governance, developing cultural, recreational, and infrastructure policies that support a balance between economic growth, environmental preservation, and local culture. This finding aligns with the context of Agam Regency, where the Nagari Sungai Batang Government is guided by regional regulations and the Regent's decree to establish a Tourism Nagari, although the Nagari Regulation on halal tourism is still in draft form, indicating that the implementation of regulations at the nagari level is not yet optimal. Hajar et al. (2024) in their study on Good Tourism Governance in the Lake Toba region emphasized that governance principles such as community participation, transparency, and collaboration between stakeholders are very influential in creating sustainable tourism, and local community involvement in policy formulation and implementation is a key factor. This confirms the findings of this study, which found that unclear regulations at the nagari level have the potential to weaken legal certainty and the contribution of tourist villages to local economic development, thus differing from practices in destinations that implement effective governance principles. The findings of the two international studies confirm that clear regulations, synergy between stakeholders, and community participation are important aspects that need to be strengthened in the context of the Batang River

Tourism Village so that the goals of community-based tourism development can be achieved optimally.

b. The Role of the Village Government as a Facilitator

The role of a facilitator is the role of the Regional Government as a provider of all facilities that support the management of increasing tourism potential in its autonomous region and can accelerate development by improving the behavioral environment in its region. This role itself can include streamlining the development process, improving planning procedures and establishing regulations. The Government's role as a facilitator is to create conditions conducive to development implementation or bridge the interests of various parties in optimizing regional development. A facilitator is someone who, on behalf of the Government or Management Institution, is obliged to influence the decision-making process carried out by potential beneficiaries in facing innovation (Sukma et al., 2021). The Regional Government of Agam Regency and the Government of Sungai Batang Village provide guidance to the community on the use of techniques, strategies, and implementation in programs that are beneficial for tourism development in Sungai Batang Village.

The Agam Regency Government and the Sungai Batang Village Government must provide equipment and buildings that make visitors or tourists feel at home at tourist attractions, such as accommodation, prayer rooms, toilets, and various other facilities. In the 2024 budget, the Sungai Batang Village Government allocated village funds for physical development to support facilities and infrastructure at the Sungai Batang tourist attraction. Based on the results of an interview with Mr. Ahsani Dt. Bandaro Kayo as the Sungai Batang Village Head regarding the development of tourist attractions in Sungai Batang Village, namely

“the Sungai Batang village government, strongly support the development of tourist attractions in Sungai Batang. In 2024, we allocated significant village funds for physical development, including the construction of a gazebo (Rp 168,000), the construction of toilets and other amenities (Rp 299,000), and the construction of a pedestrian path (Rp 528,844,200). This development is expected to increase the number of local and international tourists visiting Sungai Batang”

Based on the 2023 Regional Revenue and Expenditure Budget, Sungai Batang Village has a budget of Rp 2,304,109,848 with a realization of Rp 2,236,764,884, leaving a remaining balance of Rp 67,344,964. This phenomenon explains the budget realization of Sungai Batang Village in 2023 at 97%.

Tabel 2. Sungai Batang Village Government Program for the Development of Tourism Facilities and Infrastructure

No	Job Title	Location	Budget Amount	Fiscal year	Source of funds
1	Technical Planning of DAK Package I	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp. 80,000,000	2023	DAU
2	Technical Planning of DAK Package II	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp. 70,000,000	2023	DAU

3	Preparation of the Tapian Kualo Environmental Impact Analysis Document	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp 500.000.000	2024	DAU
4	Gazebo Construction	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp. 168,000,000	2024	DAK
5	Toilet Construction and Facilities	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp. 299,000,000	2024	DAK
6	Development of pedestrian walkways	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp. 528,844,200	2024	DAK
7	Bordwark Development	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp. 1,071,168,024	2024	DAK
8	Garden Light Construction	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp. 72,988,000	2024	DAK
9	Technical Supervision of DAK	Tapian Kualo Nagari Sungai Batang Kec. Cape Town	Rp. 100,000,000	2024	EDAU
Amount			Rp. 2,890,000,224		

Source of Government of Sungai Batang Village, 2024

Based on the Nagari Sungai Batang government policy in developing tourism in Nagari Sungai Batang, it is known that in 2024, General Allocation Funds and Special Allocation Funds amounting to Rp 2,890,000,224 have been budgeted for the construction of the Tapian Kualo Nagari Sungai Batang tourist attraction, Tanjung Raya District. The construction of the Tapian Kualo Nagari Sungai Batang tourist attraction, Tanjung Raya District is carried out through 9 budgeted programs such as the Construction of the Border which uses funds of Rp 1,071,168,024 and the Construction of pedestrian paths (Pedestrian) using funds of Rp 528,844,200.

Research (A. D. Putri et al., 2023) shows that local government support in the form of tourism management training, infrastructure assistance, and institutional mentoring can increase community capacity in managing tourism villages independently. Research (Desmayeti, 2021) concludes that the success of community-based tourism development is greatly influenced by the intensity of local government mentoring and coordination in bridging collaboration between communities, businesses, and the private sector. Research (Bafadal & Damaradewi, 2025) found that the government's role as a facilitator in providing basic infrastructure and digital promotion significantly contributes to increasing tourist visits and village income.

c. The Role of the Village Government as a Motivator

The role of the government as an agent that accelerates the development of regional potential. In carrying out its role as a motivator, the role of the Nagari

government as a motivator is needed so that the wheels of tourism businesses continue to run. The Sungai Batang Nagari Government has difficulty in motivating and encouraging community participation in the development and development of the Sungai Batang tourist village, such as (1) The community is not yet enthusiastic about tourism such as land acquisition for the development of the Sungai Batang tourist village. Most of the land is high ancestral land and land management is very difficult because many landowners are not in Sungai Batang. The central government and local governments have provided a large enough budget for the development of the Sungai Batang tourist village but are still hampered by local land acquisition. (2) tourists, especially foreigners, mostly come from Malaysia, but because of the large number of Malaysian tourists who visit Sungai Batang every year, this has led to the emergence of foreigners who suddenly become tour guides, causing massive economic leakage in Sungai Batang. Therefore, the role of the government as a motivator here can play a role so that local people can become tour guides by providing counseling and education for the local community.

The results of the interview with Mr. Septiawan as the Sungai Batang Tourism Awareness Group explained:

" As the head of the tourism group (Pokdarwis), we regularly provide training two to three times a month, ensuring the training continues to improve. Furthermore, in providing guidance on tourism sustainability, we also organize community service projects to clean, repair, or add to the facilities at Gampong Nusa. This ensures that visiting tourists feel comfortable and satisfied during their stay".

From the interview results above, the researcher concluded that the tourism group (Pokdarwis) conducted training activities in managing and developing the Nagari Sungai Batang tourist attraction. Pokdarwis also provided guidance to maintain tourism sustainability, namely by holding mutual cooperation (gotong royong). This mutual cooperation was carried out to repair and add facilities at the Nagari Sungai Batang Tourism Village. This was done so that tourists visiting Gampong Nusa felt comfortable and satisfied, and this mutual cooperation activity was carried out to minimize damage to the tourist village objects in Nagari Sungai Batang.

Research conducted by (Marliani, 2023) in the Regional Development Journal concluded that low community participation in tourism village development is caused by a lack of motivation and a minimal persuasive approach from the village government. Research by (S. S. Putri et al., 2025) in the Indonesian Tourism Journal found that the government's role as a motivator through training local tour guides can increase community involvement while reducing economic leakage in community-based tourism destinations. Research by (Fahira et al., 2022) in the Public Administration Journal confirms that the success of tourism village development is greatly influenced by the village government's ability to build collective awareness, strengthen communication, and provide moral support and incentives to the community.

The government's role as an agent accelerating the development of regional potential through community motivation is crucial for the effectiveness of community-based tourism. This study shows that the Sungai Batang Village Government faces difficulties in motivating community participation in the development of Nagari Wisata, primarily due to obstacles such as obstacles to customary land acquisition and economic leakage due to the dominance of non-local tour guides, resulting in suboptimal community capacity to become key actors in local tourism. Nugraha et al. (2024) emphasized that government involvement significantly increases community participation in sustainable tourism development, reflecting the government's crucial role in training, directing, and implementing policies to empower local communities. These findings support the need for more intensive community empowerment in Sungai Batang. Ngo & Creutz (2022) found that government involvement through local tour guide training, policy facilitation, and technical guidance strengthens community involvement in CBT management and helps increase local economic benefits. These findings suggest that although the Nagari government and the Tourism Office have conducted training and mutual cooperation to improve skills and facilities, the government's motivating role needs to be optimized through a more systematic and inclusive approach so that local communities can act as local tour guides and reduce economic leakage in the Sungai Batang Tourism Village.

3. Challenges Faced by the Agam Regency Government in Developing the Sungai Batang Tourism Village

Challenges faced by the Agam Regency Government in developing tourist villages: Infrastructure is the main challenge faced by the Agam Regency Government in developing tourism. The government needs to invest more resources to improve basic infrastructure in tourist villages, including roads, transportation, electricity, clean water, and sanitation. This will facilitate accessibility and improve the quality of life of local communities. In the process of developing tourist villages, the Agam Regency Government often does not involve local communities in program development and so on. It is important to involve local communities in the development of tourist villages. They must be empowered and involved in the decision-making process, resource management, and tourism product development. In this regard, training and education on sustainable tourism practices are crucial.

Another challenge is that the maintenance and preservation of nature and local culture must be a priority in the development of tourist villages. Environmental preservation, sustainable management of natural resources, and protection of cultural heritage are crucial factors in maintaining the uniqueness and authenticity of tourist villages. Promotion and Marketing: The government and other stakeholders need to intensify efforts to promote and market tourist villages at the national and

international levels. Effective marketing campaigns can increase the visibility of tourist villages, attract tourists, and increase the number of visits.

Developing tourism villages is a crucial strategy for boosting the regional economy, introducing local culture, and empowering communities. Local governments often face various challenges in the development process. According to research (Aji & Aprilia, 2024), the main challenge facing local governments in developing tourism villages is limited basic infrastructure such as roads, transportation, electricity, and internet access. This hinders the flow of tourists and complicates the efficient management of tourist destinations. Research (Smesta, 2025) explains that the success of tourism village development depends heavily on active community participation. Many communities are not yet fully aware of the potential and benefits of tourism. Developing tourism villages requires significant investment in infrastructure, promotion, and training. Budget constraints at the village level and a lack of support from local governments are often obstacles.

This study shows that the Agam Regency Government faces a major challenge in developing tourist villages, namely inadequate infrastructure conditions, such as roads, sanitation, and other supporting facilities. Munir et al. (2025) explained that adequate infrastructure is crucial in encouraging the growth of the tourism sector, as well as increasing tourist accessibility. Muda's (2025) research states that community participation in managing tourist destinations has a significant impact on the success of sustainable tourism. The Sungai Batang Nagari Government has allocated funds for human resource development and economic empowerment, but there is still a lack of local community involvement in the planning and management of tourist villages. Andini et al. (2025) emphasized that the principles of good governance and collaboration between the government and the community are crucial in managing community-based tourism and reducing economic leakage that occurs in Sungai Batang. The results of this study indicate that to overcome these obstacles, a more integrated management strategy is needed, involving active community participation, as well as greater investment in infrastructure and promotion of tourist destinations.

Conclusion

Based on the analysis conducted, it can be concluded that the results and discussion of the research indicate that the Agam Regency Government and the Sungai Batang Village Government have played a fairly optimal role in the development of tourism villages. This is evident in the existence of supportive policies and regulations, as well as budget allocations for the promotion and development of natural, cultural, and agro-tourism potential. The Village Government is also active in community empowerment and management of local potential to improve the community's economy through the tourism sector. The main challenges in the development of Sungai Batang Tourism Village include the land

status which is still customary land, low community participation, and the lack of supporting facilities and infrastructure such as restaurants and lodging. These conditions have resulted in the tourism economy not developing optimally. Closer collaboration between the government, indigenous communities, and business actors is needed to strengthen sustainable tourism management.

Policy Implications: The results of this study provide important policy implications for the development of tourism villages in other regions, particularly regarding the importance of clear regulations and improving basic infrastructure to encourage the sustainability and growth of the tourism sector. Local governments should pay more attention to local community involvement in the planning and management of tourism villages, as well as facilitate access to financing and relevant skills training to strengthen local capacity in managing tourism destinations. Policies related to land management, such as the release of customary land, also need to be prioritized to accelerate the development of tourism destinations.

Research Limitations: This study is limited by its location, focusing only on the Batang River Tourism Village in Agam Regency, so the results cannot be generalized to tourism villages in other areas with different characteristics. The data used relies primarily on interviews and observations, which are limited in time and access to specific informants, which may affect the depth of the analysis.

Further research directions suggest expanding the study area to include more tourist villages in West Sumatra or other regions in Indonesia with similar policies. Further research could also focus on more in-depth policy evaluations, particularly regarding the impact of government regulations on local economic growth and community participation in tourism destination management. Furthermore, it is important to examine more comprehensive infrastructure development and how cross-sector collaboration can overcome obstacles to community-based tourism village development.

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