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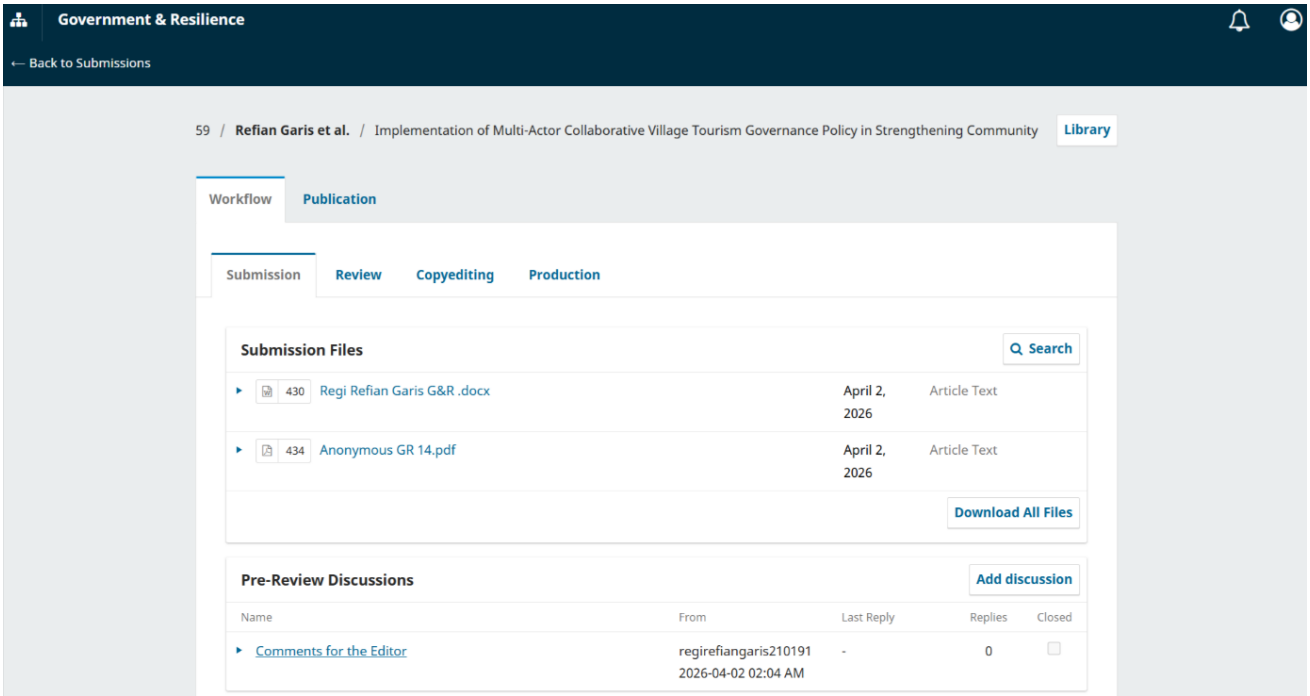

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IMPLEMENTATION OF VILLAGE TOURISM GOVERNANCE POLICY BASED ON MULTI-ACTOR COLLABORATION BY THE TANJUNGSARI VILLAGE GOVERNMENT

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Abstract

Village tourism development is a strategic instrument in driving local economic growth, equitable welfare, and environmental sustainability, but its success is largely determined by the quality of governance policy implementation at the village level. This study aims to analyze the implementation of a multi-actor collaborative village tourism governance policy by the Tanjungsari Village Government, Ciamis Regency, and to identify factors that influence its effectiveness within the framework of sustainable village development. The study used a qualitative approach with a case study design, through in-depth interviews, participatory observation, and documentation studies, with informants including the village government, Tourism Awareness Groups (Pokdarwis), and local communities. Data analysis was conducted using the Edward III policy implementation model that includes the dimensions of communication, resources, disposition, and bureaucratic structure. The results show that the implementation of village tourism governance policies in Tanjungsari Village has been carried out collaboratively, but still faces challenges such as limited human resource capacity, a weak policy communication system, the lack of integration of digitalization into formal policies, and a bureaucratic structure that is not yet fully systematic. The novelty of this research lies in the development of *the Policy–Practice Integration Model* , a policy implementation model that emphasizes the dynamic integration of village policies and community-based tourism management practices, by positioning the village government and Pokdarwis as hybrid implementing actors and digitalization as an adaptive policy instrument. This research provides a

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conceptual contribution to the study of public policy implementation at the village level as well as practical implications for strengthening participatory, adaptive, and sustainable village tourism governance.

Keywords : *Policy Implementation, Village Tourism Governance ,Village Government, Pokdarwis, Sustainable Tourism*

Introduction

Tourism development has long been viewed as a strategic instrument for driving economic growth, equitable prosperity, and strengthening social and cultural identities. In the Indonesian context, tourism is positioned not only as an economic sector but also as a multidimensional development medium, encompassing social, cultural, environmental, and institutional aspects. Along with the shifting national development paradigm, the orientation of tourism development has undergone a significant shift from a centralized and exploitative approach to a more participatory, sustainable, and local-potential-based approach, particularly in rural areas (Cemporaningsih et al., 2020; Ismadi, 2020; Theo et al., 2025).

Tourism development is a strategic instrument that contributes to economic growth, equitable distribution of prosperity, and strengthening of social and cultural identity of the community, in line with the Sustainable Development Goals agenda (Gede et al., 2024; Putri et al., 2025; Tohopi et al., 2025). In the Indonesian context, tourism is positioned as a multidimensional development sector that supports SDG 8 through job creation and strengthening the local economy, SDG 10 through equitable distribution of development benefits to rural areas, and SDG 11 through cultural preservation and strengthening local communities. The shift in the tourism development paradigm towards a participatory, sustainable, and local potential-based approach also strengthens the achievement of SDG 12, SDG 15, and SDG 17 through environmentally friendly practices and multi-stakeholder collaboration in rural tourism governance.

Historically, early tourism development in Indonesia focused more on large-scale destinations with a mass tourism orientation, often positioning local communities as mere objects of development. This pattern often gave rise to various problems, such as environmental degradation, marginalization of local communities, and unequal distribution of economic benefits. Criticism of the conventional tourism development model subsequently gave rise to an alternative paradigm that emphasizes the importance of community involvement, environmental conservation, and long-term sustainability (Fisun et al., 2022; López-Rodríguez et al., 2022). It is in this context that rural tourism has emerged as a development strategy seen as more inclusive and equitable (Cheer, 2024).

The development of rural tourism cannot be separated from the broader dynamics of village development in Indonesia. Villages are no longer positioned solely as objects of development policies from the central and regional governments, but rather as subjects of development with the authority and capacity to independently manage their local potential. (Ruiz-Real et al., 2022). This paradigm shift has become even stronger since the reformation, particularly with the

introduction of various policies that strengthen village autonomy. Villages are given the space to plan, implement, and evaluate development according to local needs and characteristics, including in the development of the tourism sector (López-Sanz et al., 2021; Polukhina et al., 2021).

From a village development perspective, tourism is beginning to be viewed as a crucial instrument for strengthening the local rural economy. The natural, cultural, and local wisdom of villages are key assets that can be developed into tourist attractions (Vitrianto, 2023). However, village tourism development is not an automatic process. The success of village tourism development is largely determined by the quality of policy governance implemented by village governments, the primary actors in local governance.

Village tourism development has a strong legal basis. Regulations regarding village governance provide legitimacy for villages to manage local economic potential, including the tourism sector (Ristini & Citra, 2022). Village governments have the authority to formulate policies, establish supporting institutions, and allocate village resources to encourage sustainable tourism development. Furthermore, national and regional tourism policies emphasize the importance of community-based tourism development that prioritizes environmental, social, and economic sustainability.

This policy framework places village governments in a strategic position as implementers of public policy at the local level. Village governments function not only as administrators but also as decision-makers and drivers of development. In the context of village tourism, village governments are responsible for ensuring that tourism management is carried out transparently, participatory, and accountably, and in line with the principles of good governance (Rukmiyati et al., 2023). Therefore, the implementation of village tourism governance policies is a crucial issue requiring scientific study.

However, empirical reality shows that the existence of an adequate regulatory framework does not automatically guarantee successful policy implementation at the village level. Many villages possess tourism potential but are unable to manage it optimally. Frequently arising problems include limited human resource capacity, weak institutional coordination, minimal use of technology, and the lack of a structured governance system. This situation indicates a gap between normatively formulated policies and their implementation practices on the ground.

In village tourism development, the perspective of policy implementation becomes increasingly relevant given the complexity of the actors involved. Village governments, tourism awareness groups (Pokdarwis), local communities, and other stakeholders have intersecting roles and interests. Without clear policy governance and effective implementation, village tourism development has the potential to lead to conflicts of interest, unequal benefits, and environmental damage. Therefore, analyzing the implementation of village tourism governance policies is an urgent academic and practical need.

Sustainable tourism development must meet the needs of the current generation without compromising the ability of future generations to meet their own needs (Satrio Wibowo & Arviana

Belia, 2023). In the village context, sustainable tourism requires a balance between economic growth, environmental preservation, and strengthening the socio-cultural well-being of local communities. Village governments, as policy implementers, play a crucial role in translating these sustainability principles into local tourism management policies and practices.

Developments in information and communication technology have brought significant changes to tourism management (Gössling, 2021). Digitalization has become a key element in increasing the efficiency, transparency, and competitiveness of tourist destinations. The use of digital technology in tourism promotion, management, and services is increasingly becoming a necessity, including in rural areas. However, digitalizing village tourism is not merely a technical issue, but rather part of a governance policy that requires careful planning, regulation, and implementation by village governments.

Village is one of the villages with significant potential for pioneering nature tourism. It boasts several natural attractions managed through community-based initiatives and oriented toward community empowerment. Its Independent Village Development Index (IDM) status indicates that Tanjungsari Village possesses relatively good social, economic, and environmental capital to develop the tourism sector as a driver of the village economy.

Nevertheless, empirical observations indicate that tourism development in Tanjungsari Village still faces various challenges. These issues are not only related to limited physical infrastructure but also to policy governance. The low digital competence of tourism managers, the lack of a technology-based tourism management system, and weak communication and promotion strategies indicate that the implementation of village tourism governance policies has not been optimal.

Various empowerment and training programs have been implemented to increase the capacity of Tourism Awareness Groups and village communities in tourism management. These programs have shown positive results in improving the technical knowledge and skills of tourism managers, particularly in the use of digital technology. However, these approaches generally focus on technical activities and interventions and have not comprehensively examined the role of village governments as implementers of public policy in developing village tourism governance systems.

This situation highlights a significant gap in academic studies on village tourism. Most research tends to frame village tourism within the context of community empowerment, technical training, and digital innovation. Meanwhile, studies specifically analyzing the implementation of village tourism governance policies by village governments are still relatively limited. Yet, village governments play a strategic role in formulating policy direction, building institutions, and coordinating the various actors involved in village tourism development.

This gap serves as an important basis for this research. On the one hand, numerous village tourism development practices and programs have been implemented, including in Tanjungsari Village. On the other hand, there is still a lack of research examining how village tourism

governance policies are implemented by village governments, the factors influencing their success, and how these policies are translated into tourism management practices at the local level. This gap between field practice and policy studies needs to be filled through systematic and in-depth academic research.

Thus, research on the implementation of village tourism governance policies by the Tanjungsari Village Government is relevant and important. This research not only contributes to the development of government science but also provides practical contributions for village governments and other stakeholders in formulating and implementing more effective, participatory, and sustainable village tourism policies. Through policy implementation analysis, this research is expected to provide a more comprehensive understanding of the dynamics of village tourism governance as well as the challenges and opportunities faced in realizing sustainable village tourism development.

RESEARCH METHODS

This research uses a qualitative approach with a case study design . The research was conducted for 6 months, from June to December 2025 , starting from the planning stage, data collection, analysis, to the preparation of the research report. The research location is Tanjungsari Village, Sadananya District, Ciamis Regency. Research informants were determined purposively, including the Head of Tanjungsari Village, village officials in charge of tourism and development, administrators of the Tourism Awareness Group (Pokdarwis), and representatives of local communities directly involved in tourism activities.

Data collection techniques were conducted through in-depth interviews, participatory observation, and documentation studies of village policy documents, village regulations, tourism activity reports, and Village Development Index (IDM) data. Data analysis was conducted using an interactive model, through the process of data reduction, data presentation, and drawing conclusions (Nisa & Aimah, 2024). Data validity was maintained through source and method triangulation techniques (Susanto et al., 2023). This study was designed to obtain a comprehensive and contextual understanding of the implementation of village tourism governance policies through exploring the meaning, process, and dynamics of interactions between actors at the local level, so as to be able to describe in depth the practice of tourism governance in Tanjungsari Village along with its supporting and inhibiting factors within the framework of sustainable village development.

RESULTS AND DISCUSSION

Implementation of Village Tourism Governance Policy Based on Multi-Actor Collaboration by the Tanjungsari Village Government

The analysis of the results of this study focuses on how village tourism governance policies are implemented by the Tanjungsari Village Government , using the four-dimensional framework of policy implementation according to G. Edward III (Leo Agustino, 2006), namely communication, resources, disposition (attitude of implementers), and bureaucratic structure. These four dimensions are used to examine in depth the dynamics of village tourism policies, the factors that influence their success, and how these policies are translated into tourism management practices at the local level.

Communication

Policy communication is an initial and fundamental factor in the implementation of village tourism governance policies. Research results indicate that the Tanjungsari Village Government has conducted policy communication through various formal and informal forums, such as village deliberations, coordination meetings with village officials, and meetings with the Tourism Awareness Group (Pokdarwis). This communication serves as a means of policy transmission, conveying the objectives, direction, and programs of village tourism development to implementers and target groups (Arintoko et al., 2020).

From a clarity perspective, village tourism development policies are generally understood as an effort to improve community welfare and strengthen the local economy. Village governments explicitly position tourism as a strategic sector capable of boosting village and community income (Wasdi, 2025). However, at the implementation level, this understanding has not been fully internalized evenly among all implementing actors and the community. This is evident in differing perceptions regarding tourism development priorities, management mechanisms, and the division of roles between village governments and Pokdarwis.

In terms of communication consistency, village tourism policies are relatively consistently communicated as part of the village development agenda (Robina-Ramírez et al., 2022). However, policy communication remains episodic and has not been structured into a sustainable policy communication system. Information regarding tourism policies, programs, and management regulations has not been fully documented and systematically disseminated through media that is easily accessible to the wider public. This situation causes policy communication to rely more heavily on verbal communication and personal relationships, potentially leading to information distortion and dependence on specific actors.

Resources

The resource dimension is a crucial factor determining the successful implementation of village tourism governance policies. Resources in this study include human resources, budget, information, authority, and supporting facilities and infrastructure. The results indicate that the Tanjungsari Village Government is committed to developing village tourism, but still faces limitations in human resources with specific competencies in tourism governance and digitalization. Village officials and tourism managers are largely self-taught and through community training programs. This results in policy implementation often relying on individual initiative and not fully based on established institutional capacity.

From a budgetary perspective, village tourism policies still face limitations in adequate funding allocation . Village budgets must be shared with various other development needs, so tourism development is often gradual and limited to specific programs. This situation impacts the village government's ability to provide supporting infrastructure, technology-based tourism management systems, and sustainable promotional activities (Sinha et al., 2020).

Information and technology resources also pose a challenge. Despite digitalization efforts through training and the implementation of technology-based management systems, the implementation of village tourism digitalization policies has not been fully integrated into formal village policies. Digitalization is still understood more as a technical program or activity, rather than as a systematically designed governance policy instrument (Barashok et al., 2021; Sukaris & Kirono, 2025). These resource limitations indicate that successful policy implementation is determined not only by the existence of the policy but also by the availability of the resources to support it. Without continuous resource strengthening, village tourism governance policies have the potential to be partially implemented and suboptimal.

Disposition

The disposition or attitude of policy implementers is a crucial factor influencing how policies are translated into practice. The research findings indicate that the Tanjungsari Village Government's attitude toward village tourism development tends to be positive. The village head and village officials demonstrate a strong commitment to supporting tourism development as part of the village development strategy (Fafurida et al., 2023). This commitment is reflected in their support for the establishment and strengthening of the Tourism Awareness Group (Pokdarwis), openness to digital innovation, and willingness to collaborate with external parties, including universities and communities. This attitude serves as important social capital in driving the implementation of village tourism policies.

However, the disposition of policy implementers still faces challenges in terms of consistency and sustainability. The relatively high workload of village officials, limited incentives, and the lack of a clear reward system for tourism policy implementers have the potential to impact motivation in the long term. Furthermore, adaptive attitudes to policy and technological changes remain highly dependent on specific figures, potentially creating personal dependency. From a policy implementation perspective, this situation indicates that despite the supportive disposition of implementers, village tourism governance policies still require strengthening in the form of internal regulations, clear role allocations, and incentive mechanisms that can maintain the consistency of policy implementers' attitudes.

Bureaucratic Structure

Bureaucratic structure is a determining factor in how policies are organized and implemented. The research findings indicate that the bureaucratic structure for village tourism management in Tanjungsari Village remains simple and relatively flexible. The village government collaborates with the Tourism Awareness Group (Pokdarwis) as the primary partner in managing tourist destinations. The research findings illustrate the structure of sustainable village tourism activities as follows:

Figure 1. Institution-Based Village Tourism Governance

Source: Research Results, 2026.

The division of roles between the village government and the Tourism Awareness Group (Pokdarwis) has essentially been established, but it is not yet fully supported by written and systematic standard operating procedures (SOPs). Fragmentation of tasks and authority still frequently occurs, particularly in decision-making, financial management, and technology utilization. This results in the implementation of village tourism policies being based more on informal agreements than on standard bureaucratic mechanisms . This incompletely integrated bureaucratic structure results in weak cross-sectoral coordination and a lack of program continuity. Village tourism policies have not been fully mainstreamed into the comprehensive village planning and budgeting system. As a result, village tourism governance policies tend to be reactive and dependent on specific programs.

The findings of this study indicate a significant gap between field practice and policy analysis. At the practical level, village tourism development is driven primarily by technical

activities such as training, mentoring, and digitalization. Meanwhile, at the policy level, the implementation of village tourism governance policies has not received much systematic study. Village governments are often positioned as facilitators of activities, rather than as implementers of public policy, which plays a strategic role in developing village tourism governance systems. This gap highlights the importance of an academic approach that bridges village tourism management practices with public policy analysis (Yusnita & Annabila, 2024). Without in-depth policy implementation studies, good practices in the field are potentially unsustainable and difficult to replicate.

The main novelty of this research lies not only in the use of a policy implementation framework, but in the development of a village tourism governance policy implementation model that arises from the gap between normative village government policies and tourism management practices at the local level . The model offered in this research is called the PolicyPractice Integration Model , namely a village tourism governance policy implementation model that emphasizes the dynamic integration between village policies and community-based tourism management practices . This model is developed from the elaboration of four dimensions of policy implementation, but added with an integrative dimension typical of the village , which bridges policy and technical activities. The following is explained in table.1 below:

Table 1. Policy Practice Integration Model

No.	Aspect	Model Edwards III	Policy Practice Integration Model
1	Focus	Administrative	Village contextual governance
2	Role of Society	Object/Target	Policy co-implementor
3	Digitalization	Supporting variables	Policy instruments
4	Implementation	Linear	Cyclical & adaptive
5	Outcome	Policy compliance	Sustainability of governance

Source: Research Results, 2026.

From the image above, this research offers a Policy–Practice Integration Model as a conceptual innovation in the study of the implementation of village tourism governance policies, which places the village government and Pokdarwis as hybrid implementing actors and formulates digitalization and empowerment activities as adaptive policy instruments in building sustainable village tourism governance.

The main findings of this study indicate that the implementation of village tourism governance policies becomes effective when the policy is understood as a strategic direction framework, the village government and Pokdarwis function as hybrid implementing actors, and digitalization is positioned as an adaptive policy instrument that bridges policy and field practice.

CONCLUSION

This study concludes that the implementation of village tourism governance policies by the Tanjungsari Village Government is a contextual and integrative policy process, not simply the implementation of technical programs. The success of village tourism policy implementation is not determined by the completeness of formal regulations, but rather by the village government's ability to translate the policies into a strategic development framework that gains social legitimacy at the local level.

Policy implementation is more effective when village governments and Tourism Awareness Groups (Pokdarwis) act as hybrid implementing actors through policy co-production mechanisms. This pattern allows for an adaptive division of roles between policy authorities and operational managers of tourist destinations. Furthermore, digitalization and community capacity building activities have a significant impact when positioned as policy governance instruments, rather than merely technical activities. This study also found that the main gap in policy implementation lies in the lack of integration between normative policies and field practices. Therefore, the success of village tourism policies is measured by the establishment of a sustainable governance system, not simply the achievement of short-term programs.

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Bukti Konfirmasi Review dan Hasil Review (4 dan 5 April 2026)

Review Artikel

E-MAIL UNIVERSITAS GALUH

Regi Refian Garis <regirefiangaris@unigal.ac.id>

[G&R] Editor Decision
1 message

Abdillah <abdillah18001@mail.unpad.ac.id> Sun, Apr 5, 2026 at 5:21 PM
To: Regi Refian Garis <regirefiangaris@unigal.ac.id>, Irfan Nursetiawan <irfan_nursetiawan10@unigal.ac.id>, Muhammad Younus <mohammedyounusghazni@gmail.com>

Dear Regi Refian Garis, Irfan Nursetiawan , Muhammad Younus:

We have reached a decision regarding your submission to Government & Resilience, "IMPLEMENTATION OF VILLAGE TOURISM GOVERNANCE POLICY BASED ON MULTI-ACTOR COLLABORATION BY THE TANJUNGSARI VILLAGE GOVERNMENT".

Our decision is: Revisions Required

Key aspects the authors should address in the manuscript revision:

- Please make sure the manuscript is adjusted to **the template Journal of Government & Resilience.**
- Please ensure and highlight in this research especially the following: **research gaps, originality/value, main findings/novelty, research contribution and research limitations.**
- The level of **Plagiarism and AI Detector/Checker** in each manuscript must be **below 15%** based on Turnitin inspection (this can be confirmed by uploading Turnitin results when revisions are uploaded to the journal portal).
- Manuscripts must be written no more or fewer than **7000-8000 words**, including references.
- Please make sure all authors' identities (full name, affiliation, email, orchid, and no. telpon) are written correctly.
- Please make revisions point-by-point as recommended by the reviewers.
- Please make every change highlighted in yellow so that the editor will know every change made to the manuscript.
- Ensure the article references are at least **40 reputable international references**.
- We require that the authors of your manuscript come from at least **two different affiliations or countries**.
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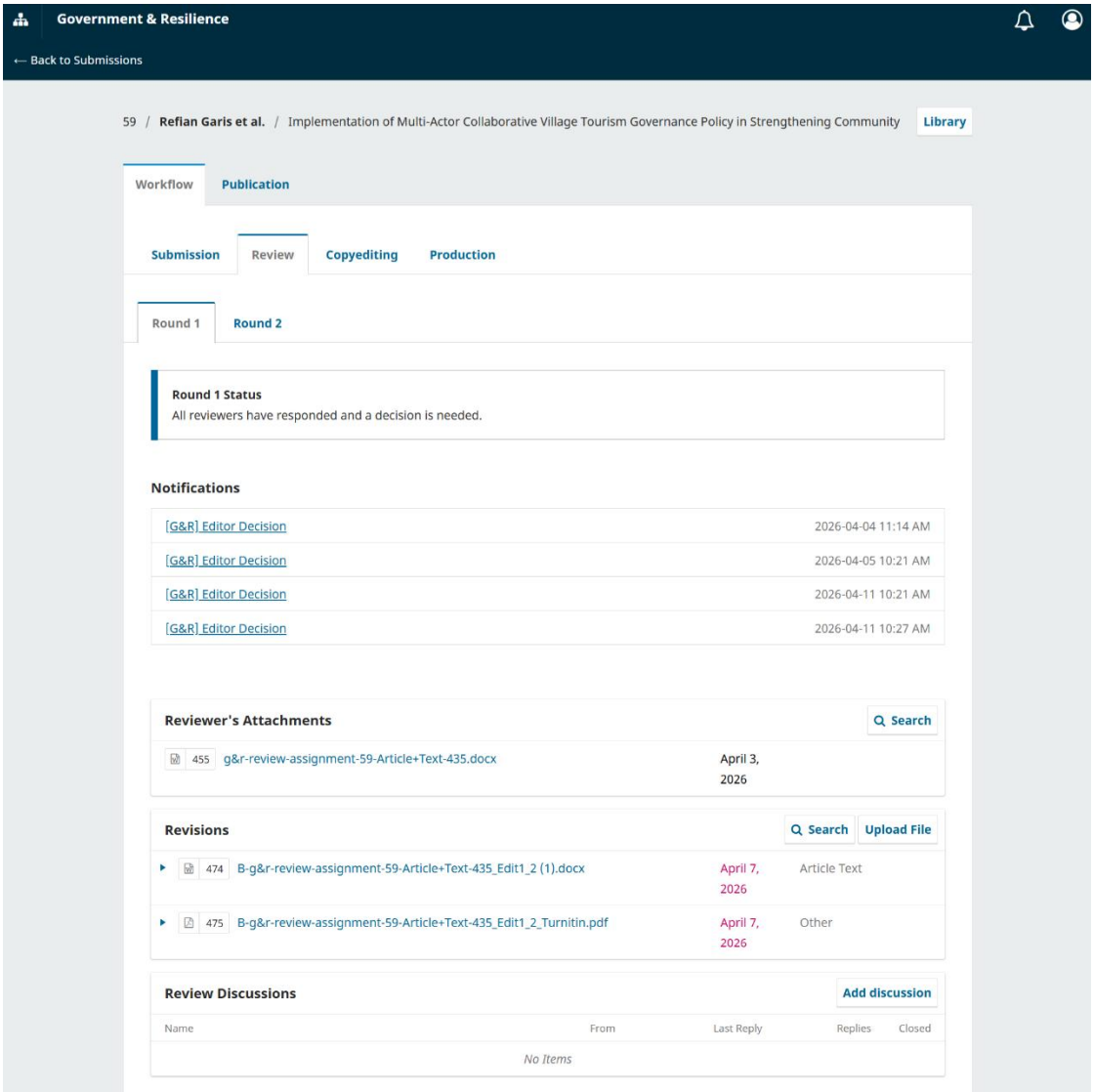
- Authors are required to upload their revised manuscripts to the journal submission system in **PDF format or Docx Format**. In addition, the **Word version of the manuscript** should also be sent to the **Editor in Chief** via email (itdhiel@gmail.com), and Authors are required to reduce the size of their Word files when submitting manuscripts to the journal system.

We look forward to your revisions. Please make them as suggested by the editors and reviewers.



Government & Resilience

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IMPLEMENTATION OF VILLAGE TOURISM GOVERNANCE POLICY BASED ON MULTI-ACTOR COLLABORATION BY THE TANJUNGSARI VILLAGE GOVERNMENT

Abstract

Village tourism development is a strategic instrument in driving local economic growth, equitable welfare, and environmental sustainability, but its success is largely determined by the quality of governance policy implementation at the village level. This study aims to analyze the implementation of a multi-actor collaborative village tourism governance policy by the Tanjungsari Village Government, Ciamis Regency, and to identify factors that influence its effectiveness within the framework of sustainable village development. The study used a qualitative approach with a case study design, through in-depth interviews, participatory observation, and documentation studies, with informants including the village government, Tourism Awareness Groups (Pokdarwis), and local communities. Data analysis was conducted using the Edward III policy implementation model that includes the dimensions of communication, resources, disposition, and bureaucratic structure. The results show that the implementation of village tourism governance policies in Tanjungsari Village has been carried out collaboratively, but still faces challenges such as limited human resource capacity, a weak policy communication system, the lack of integration of digitalization into formal policies, and a bureaucratic structure that is not yet fully systematic. The novelty of this research lies in the development of the Policy–Practice Integration Model , a policy implementation model that emphasizes the dynamic integration of village policies and community-based tourism management practices, by positioning the village government and Pokdarwis as hybrid implementing actors and digitalization as an adaptive policy instrument. This research provides a conceptual contribution to the study of public policy implementation at the village level as well as practical implications for strengthening participatory, adaptive, and sustainable village tourism governance.

Keywords : *Policy Implementation, Village Tourism Governance ,Village Government, Pokdarwis, Sustainable Tourism*

Introduction

Tourism development has long been viewed as a strategic instrument for driving economic growth, equitable prosperity, and strengthening social and cultural identities. In the Indonesian context, tourism is positioned not only as an economic sector but also as a multidimensional

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Dikomentari [US1]: Too long and complex sentences, Many sentences are long and difficult to read, Need to be condensed without losing content.

Dikomentari [US2]: maximum 250 words

development medium, encompassing social, cultural, environmental, and institutional aspects. Along with the shifting national development paradigm, the orientation of tourism development has undergone a significant shift from a centralized and exploitative approach to a more participatory, sustainable, and local-potential-based approach, particularly in rural areas (Cemporaningsih et al., 2020; Ismadi, 2020; Theo et al., 2025).

Tourism development is a strategic instrument that contributes to economic growth, equitable distribution of prosperity, and strengthening of social and cultural identity of the community, in line with the Sustainable Development Goals agenda (Gede et al., 2024; Putri et al., 2025; Tohopi et al., 2025). In the Indonesian context, tourism is positioned as a multidimensional development sector that supports SDG 8 through job creation and strengthening the local economy, SDG 10 through equitable distribution of development benefits to rural areas, and SDG 11 through cultural preservation and strengthening local communities. The shift in the tourism development paradigm towards a participatory, sustainable, and local potential-based approach also strengthens the achievement of SDG 12, SDG 15, and SDG 17 through environmentally friendly practices and multi-stakeholder collaboration in rural tourism governance.

Historically, early tourism development in Indonesia focused more on large-scale destinations with a mass tourism orientation, often positioning local communities as mere objects of development. This pattern often gave rise to various problems, such as environmental degradation, marginalization of local communities, and unequal distribution of economic benefits. Criticism of the conventional tourism development model subsequently gave rise to an alternative paradigm that emphasizes the importance of community involvement, environmental conservation, and long-term sustainability (Fisun et al., 2022; López-Rodríguez et al., 2022). It is in this context that rural tourism has emerged as a development strategy seen as more inclusive and equitable (Cheer, 2024).

The development of rural tourism cannot be separated from the broader dynamics of village development in Indonesia. Villages are no longer positioned solely as objects of development policies from the central and regional governments, but rather as subjects of development with the authority and capacity to independently manage their local potential. (Ruiz-Real et al., 2022). This paradigm shift has become even stronger since the reformation, particularly with the introduction of various policies that strengthen village autonomy. Villages are given the space to plan, implement, and evaluate development according to local needs and characteristics, including in the development of the tourism sector (López-Sanz et al., 2021; Polukhina et al., 2021).

From a village development perspective, tourism is beginning to be viewed as a crucial instrument for strengthening the local rural economy. The natural, cultural, and local wisdom of villages are key assets that can be developed into tourist attractions (Vitrianto, 2023). However, village tourism development is not an automatic process. The success of village tourism development is largely determined by the quality of policy governance implemented by village governments, the primary actors in local governance.

Village tourism development has a strong legal basis. Regulations regarding village governance provide legitimacy for villages to manage local economic potential, including the tourism sector (Ristini & Citra, 2022). Village governments have the authority to formulate policies, establish supporting institutions, and allocate village resources to encourage sustainable tourism development. Furthermore, national and regional tourism policies emphasize the importance of community-based tourism development that prioritizes environmental, social, and economic sustainability.

This policy framework places village governments in a strategic position as implementers of public policy at the local level. Village governments function not only as administrators but also as decision-makers and drivers of development. In the context of village tourism, village governments are responsible for ensuring that tourism management is carried out transparently, participatory, and accountably, and in line with the principles of good governance (Rukmiyati et al., 2023). Therefore, the implementation of village tourism governance policies is a crucial issue requiring scientific study.

Dikomentari [US3]: Too descriptive, not problem-driven enough
- Needs to get to the bottom of:
* main problem: policy implementation gap

However, empirical reality shows that the existence of an adequate regulatory framework does not automatically guarantee successful policy implementation at the village level. Many villages possess tourism potential but are unable to manage it optimally. Frequently arising problems include limited human resource capacity, weak institutional coordination, minimal use of technology, and the lack of a structured governance system. This situation indicates a gap between normatively formulated policies and their implementation practices on the ground.

In village tourism development, the perspective of policy implementation becomes increasingly relevant given the complexity of the actors involved. Village governments, tourism awareness groups (Pokdarwis), local communities, and other stakeholders have intersecting roles and interests. Without clear policy governance and effective implementation, village tourism development has the potential to lead to conflicts of interest, unequal benefits, and environmental damage. Therefore, analyzing the implementation of village tourism governance policies is an urgent academic and practical need.

Sustainable tourism development must meet the needs of the current generation without compromising the ability of future generations to meet their own needs (Satrio Wibowo & Arviana Belia, 2023). In the village context, sustainable tourism requires a balance between economic growth, environmental preservation, and strengthening the socio-cultural well-being of local communities. Village governments, as policy implementers, play a crucial role in translating these sustainability principles into local tourism management policies and practices.

Developments in information and communication technology have brought significant changes to tourism management (Gössling, 2021). Digitalization has become a key element in increasing the efficiency, transparency, and competitiveness of tourist destinations. The use of digital technology in tourism promotion, management, and services is increasingly becoming a necessity, including in rural areas. However, digitalizing village tourism is not merely a technical

issue, but rather part of a governance policy that requires careful planning, regulation, and implementation by village governments.

Village is one of the villages with significant potential for pioneering nature tourism. It boasts several natural attractions managed through community-based initiatives and oriented toward community empowerment. Its Independent Village Development Index (IDM) status indicates that Tanjungsari Village possesses relatively good social, economic, and environmental capital to develop the tourism sector as a driver of the village economy.

Nevertheless, empirical observations indicate that tourism development in Tanjungsari Village still faces various challenges. These issues are not only related to limited physical infrastructure but also to policy governance. The low digital competence of tourism managers, the lack of a technology-based tourism management system, and weak communication and promotion strategies indicate that the implementation of village tourism governance policies has not been optimal.

Various empowerment and training programs have been implemented to increase the capacity of Tourism Awareness Groups and village communities in tourism management. These programs have shown positive results in improving the technical knowledge and skills of tourism managers, particularly in the use of digital technology. However, these approaches generally focus on technical activities and interventions and have not comprehensively examined the role of village governments as implementers of public policy in developing village tourism governance systems.

This situation highlights a significant gap in academic studies on village tourism. Most research tends to frame village tourism within the context of community empowerment, technical training, and digital innovation. Meanwhile, studies specifically analyzing the implementation of village tourism governance policies by village governments are still relatively limited. Yet, village governments play a strategic role in formulating policy direction, building institutions, and coordinating the various actors involved in village tourism development.

This gap serves as an important basis for this research. On the one hand, numerous village tourism development practices and programs have been implemented, including in Tanjungsari Village. On the other hand, there is still a lack of research examining how village tourism governance policies are implemented by village governments, the factors influencing their success, and how these policies are translated into tourism management practices at the local level. This gap between field practice and policy studies needs to be filled through systematic and in-depth academic research.

Thus, research on the implementation of village tourism governance policies by the Tanjungsari Village Government is relevant and important. This research not only contributes to the development of government science but also provides practical contributions for village governments and other stakeholders in formulating and implementing more effective, participatory, and sustainable village tourism policies. Through policy implementation analysis,

Dikomentari [US4]: The digitalization part is a bit "jumpy"
- It needs to be linked directly to:
1. governance
2. policy implementation

this research is expected to provide a more comprehensive understanding of the dynamics of village tourism governance as well as the challenges and opportunities faced in realizing sustainable village tourism development.

Dikomentari [US5]: The flow isn't clear enough (too broad). Currently, the flow is:
* global → SDGs → history → village → policy → digital → case
- Too long before getting to the core of the problem
- Ideally:
1. General context (brief)
2. Village tourism & governance
3. Problem (implementation gap)
4. Tanjungsari case
5. Research gap
6. Research objectives

RESEARCH METHODS

This research uses a qualitative approach with a case study design . The research was conducted for 6 months, from June to December 2025 , starting from the planning stage, data collection, analysis, to the preparation of the research report. The research location is Tanjungsari Village, Sadananya District, Ciamis Regency. Research informants were determined purposively, including the Head of Tanjungsari Village, village officials in charge of tourism and development, administrators of the Tourism Awareness Group (Pokdarwis), and representatives of local communities directly involved in tourism activities.

Data collection techniques were conducted through in-depth interviews, participatory observation, and documentation studies of village policy documents, village regulations, tourism activity reports, and Village Development Index (IDM) data. Data analysis was conducted using an interactive model, through the process of data reduction, data presentation, and drawing conclusions (Nisa & Aimah, 2024). Data validity was maintained through source and method triangulation techniques (Susanto et al., 2023). This study was designed to obtain a comprehensive and contextual understanding of the implementation of village tourism governance policies through exploring the meaning, process, and dynamics of interactions between actors at the local level, so as to be able to describe in depth the practice of tourism governance in Tanjungsari Village along with its supporting and inhibiting factors within the framework of sustainable village development.

Dikomentari [US6]: The data analysis lacks methodological specificity.
Already called an "interactive model"
- But it would be stronger if:
it were confirmed as the Miles & Huberman model.

RESULTS AND DISCUSSION

Implementation of Village Tourism Governance Policy Based on Multi-Actor Collaboration by the Tanjungsari Village Government

The analysis of the results of this study focuses on how village tourism governance policies are implemented by the Tanjungsari Village Government , using the four-dimensional framework of policy implementation according to G. Edward III (Leo Agustino, 2006), namely communication, resources, disposition (attitude of implementers), and bureaucratic structure. These four dimensions are used to examine in depth the dynamics of village tourism policies, the factors that influence their success, and how these policies are translated into tourism management practices at the local level.

Communication

Policy communication is an initial and fundamental factor in the implementation of village tourism governance policies. Research results indicate that the Tanjungsari Village Government has conducted policy communication through various formal and informal forums, such as village deliberations, coordination meetings with village officials, and meetings with the Tourism Awareness Group (Pokdarwis). This communication serves as a means of policy transmission, conveying the objectives, direction, and programs of village tourism development to implementers and target groups (Arintoko et al., 2020).

From a clarity perspective, village tourism development policies are generally understood as an effort to improve community welfare and strengthen the local economy. Village governments explicitly position tourism as a strategic sector capable of boosting village and community income (Wasdi, 2025). However, at the implementation level, this understanding has not been fully internalized evenly among all implementing actors and the community. This is evident in differing perceptions regarding tourism development priorities, management mechanisms, and the division of roles between village governments and Pokdarwis.

In terms of communication consistency, village tourism policies are relatively consistently communicated as part of the village development agenda (Robina-Ramírez et al., 2022). However, policy communication remains episodic and has not been structured into a sustainable policy communication system. Information regarding tourism policies, programs, and management regulations has not been fully documented and systematically disseminated through media that is easily accessible to the wider public. This situation causes policy communication to rely more heavily on verbal communication and personal relationships, potentially leading to information distortion and dependence on specific actors.

Resources

The resource dimension is a crucial factor determining the successful implementation of village tourism governance policies. Resources in this study include human resources, budget, information, authority, and supporting facilities and infrastructure. The results indicate that the Tanjungsari Village Government is committed to developing village tourism, but still faces limitations in human resources with specific competencies in tourism governance and digitalization. Village officials and tourism managers are largely self-taught and through community training programs. This results in policy implementation often relying on individual initiative and not fully based on established institutional capacity.

From a budgetary perspective, village tourism policies still face limitations in adequate funding allocation . Village budgets must be shared with various other development needs, so tourism development is often gradual and limited to specific programs. This situation impacts the village government's ability to provide supporting infrastructure, technology-based tourism management systems, and sustainable promotional activities (Sinha et al., 2020).

Information and technology resources also pose a challenge. Despite digitalization efforts through training and the implementation of technology-based management systems, the implementation of village tourism digitalization policies has not been fully integrated into formal village policies. Digitalization is still understood more as a technical program or activity, rather than as a systematically designed governance policy instrument (Barashok et al., 2021; Sukaris & Kirono, 2025). These resource limitations indicate that successful policy implementation is determined not only by the existence of the policy but also by the availability of the resources to support it. Without continuous resource strengthening, village tourism governance policies have the potential to be partially implemented and suboptimal.

Disposition

The disposition or attitude of policy implementers is a crucial factor influencing how policies are translated into practice. The research findings indicate that the Tanjungsari Village Government's attitude toward village tourism development tends to be positive. The village head and village officials demonstrate a strong commitment to supporting tourism development as part of the village development strategy (Fafurida et al., 2023). This commitment is reflected in their support for the establishment and strengthening of the Tourism Awareness Group (Pokdarwis), openness to digital innovation, and willingness to collaborate with external parties, including universities and communities. This attitude serves as important social capital in driving the implementation of village tourism policies.

However, the disposition of policy implementers still faces challenges in terms of consistency and sustainability. The relatively high workload of village officials, limited incentives, and the lack of a clear reward system for tourism policy implementers have the potential to impact motivation in the long term. Furthermore, adaptive attitudes to policy and technological changes remain highly dependent on specific figures, potentially creating personal dependency. From a policy implementation perspective, this situation indicates that despite the supportive disposition of implementers, village tourism governance policies still require strengthening in the form of internal regulations, clear role allocations, and incentive mechanisms that can maintain the consistency of policy implementers' attitudes.

Bureaucratic Structure

Bureaucratic structure is a determining factor in how policies are organized and implemented. The research findings indicate that the bureaucratic structure for village tourism management in Tanjungsari Village remains simple and relatively flexible. The village government collaborates with the Tourism Awareness Group (Pokdarwis) as the primary partner in managing tourist destinations. The research findings illustrate the structure of sustainable village tourism activities as follows:

Figure 1. Institution-Based Village Tourism Governance

Source: Research Results, 2026.

The division of roles between the village government and the Tourism Awareness Group (Pokdarwis) has essentially been established, but it is not yet fully supported by written and systematic standard operating procedures (SOPs). Fragmentation of tasks and authority still frequently occurs, particularly in decision-making, financial management, and technology utilization. This results in the implementation of village tourism policies being based more on informal agreements than on standard bureaucratic mechanisms . This incompletely integrated bureaucratic structure results in weak cross-sectoral coordination and a lack of program continuity. Village tourism policies have not been fully mainstreamed into the comprehensive village planning and budgeting system. As a result, village tourism governance policies tend to be reactive and dependent on specific programs.

The findings of this study indicate a significant gap between field practice and policy analysis. At the practical level, village tourism development is driven primarily by technical activities such as training, mentoring, and digitalization. Meanwhile, at the policy level, the implementation of village tourism governance policies has not received much systematic study. Village governments are often positioned as facilitators of activities, rather than as implementers of public policy, which plays a strategic role in developing village tourism governance systems. This gap highlights the importance of an academic approach that bridges village tourism management practices with public policy analysis

(Yusnita & Annabila, 2024). Without in-depth policy implementation studies, good practices in the field are potentially unsustainable and difficult to replicate.

The main novelty of this research lies not only in the use of a policy implementation framework, but in the development of a village tourism governance policy implementation model that arises from the gap between normative village government policies and tourism management practices at the local level . The model offered in this research is called the PolicyPractice Integration Model , namely a village tourism governance policy implementation model that emphasizes the dynamic integration between village policies and community-based tourism management practices . This model is developed from the elaboration of four dimensions of policy implementation, but added with an integrative dimension typical of the village , which bridges policy and technical activities. The following is explained in table.1 below:

Table 1. Policy Practice Integration Model

No.	Aspect	Model Edwards III	Policy Practice Integration Model
1	Focus	Administrative	Village contextual governance
2	Role of Society	Object/Target	Policy co-implementor
3	Digitalization	Supporting variables	Policy instruments
4	Implementation	Linear	Cyclical & adaptive
5	Outcome	Policy compliance	Sustainability of governance

Source: Research Results, 2026.

From the image above, this research offers a Policy–Practice Integration Model as a conceptual innovation in the study of the implementation of village tourism governance policies, which places the village government and Pokdarwis as hybrid implementing actors and formulates digitalization and empowerment activities as adaptive policy instruments in building sustainable village tourism governance.

The main findings of this study indicate that the implementation of village tourism governance policies becomes effective when the policy is understood as a strategic direction framework, the village government and Pokdarwis function as hybrid implementing actors, and digitalization is positioned as an adaptive policy instrument that bridges policy and field practice.

Dikomentari [US7]: The analysis already exists, but it could be more direct.
- Reduce narrative → Strengthen insight:
"what it means"
not just "what happens"

CONCLUSION

This study concludes that the implementation of village tourism governance policies by the Tanjungsari Village Government is a contextual and integrative policy process, not simply the implementation of technical programs. The success of village tourism policy implementation is

not determined by the completeness of formal regulations, but rather by the village government's ability to translate the policies into a strategic development framework that gains social legitimacy at the local level.

Policy implementation is more effective when village governments and Tourism Awareness Groups (Pokdarwis) act as hybrid implementing actors through policy co-production mechanisms. This pattern allows for an adaptive division of roles between policy authorities and operational managers of tourist destinations. Furthermore, digitalization and community capacity building activities have a significant impact when positioned as policy governance instruments, rather than merely technical activities. This study also found that the main gap in policy implementation lies in the lack of integration between normative policies and field practices. Therefore, the success of village tourism policies is measured by the establishment of a sustainable governance system, not simply the achievement of short-term programs.

Dikomentari [US8]: There are no explicit implications yet
- Need to add:
1. policy/practical implications
2. this is important for the journal

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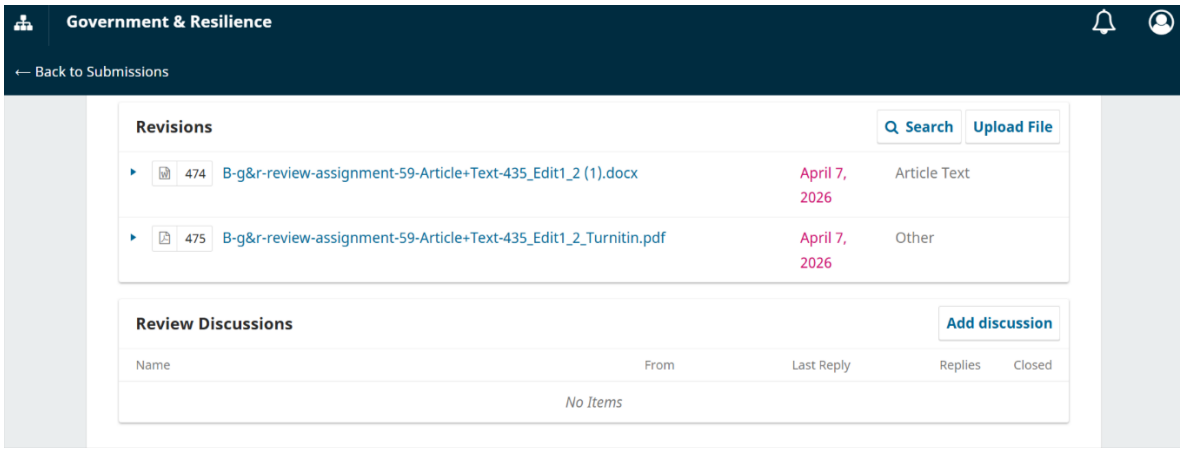

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IMPLEMENTATION OF MULTI-ACTOR COLLABORATIVE VILLAGE TOURISM GOVERNANCE POLICY IN STRENGTHENING COMMUNITY RESILIENCE BY THE TANJUNGSARI VILLAGE GOVERNMENT CIAMIS REGENCY

Abstract

Village tourism development serves as a strategic instrument for fostering local economic growth, promoting equitable welfare, and ensuring environmental sustainability. However, its effectiveness is highly contingent upon the quality of governance and policy implementation at the village level. This study examines the implementation of a multi-actor collaborative governance model in village tourism development by the Tanjungsari Village Government, Ciamis Regency, and identifies key factors influencing its effectiveness within a sustainable development framework. Employing a qualitative case study approach, data were collected through in-depth interviews, participatory observation, and document analysis, involving stakeholders such as village officials, Tourism Awareness Groups (Pokdarwis in Indonesian), and local communities. The analysis applies the Edward III policy implementation model, focusing on communication, resources, disposition, and bureaucratic structure. Findings reveal that while collaborative governance has been initiated, several challenges persist, including limited human resource capacity, suboptimal policy communication, insufficient integration of digitalization into formal governance frameworks, and an underdeveloped bureaucratic system. Importantly, this study underscores that strengthening community resilience emerges as a critical dimension, as adaptive capacity, local participation, and social cohesion significantly influence the sustainability of tourism initiatives. The novelty lies in the proposed Policy Practice Integration Model, which emphasizes dynamic alignment between formal policies and community-based practices, positioning village institutions and Pokdarwis as hybrid actors and digitalization as an adaptive instrument to enhance resilient and sustainable village tourism governance.

Keywords: *Policy Implementation, Village Tourism Governance, Village Government, Pokdarwis, Sustainable Tourism*

Introduction

Tourism development is a strategic instrument for driving economic growth, equitable distribution of prosperity, and strengthening social and cultural identity. In the Indonesian context, tourism is positioned not only as an economic sector but also as a multidimensional development medium encompassing social, cultural, environmental, and institutional aspects. Along with the shift in the national development paradigm, tourism's orientation is evolving from a centralized and exploitative approach to a more participatory, sustainable, and locally-based approach,

particularly in rural areas (Cemporaningsih et al., 2020; Ismadi, 2020; Theo et al., 2025).

Village tourism development is a crucial part of locally driven development transformation. Villages are no longer positioned as objects of development, but rather as subjects with the authority to manage their local potential. In this context, village governments play a strategic role as key actors in tourism policy governance. The success of village tourism development is largely determined by the quality of governance, which encompasses policy formulation, institutionalization, inter-actor coordination, and the implementation of the principles of transparency, participation, and accountability. Tourism development is a strategic instrument that contributes to economic growth, equitable distribution of prosperity, and strengthening of social and cultural identity of the community, in line with the Sustainable Development Goals agenda (Gede et al., 2024; Putri et al., 2025; Tohopi et al., 2025).

Criticism of the conventional tourism development model subsequently gave rise to an alternative paradigm that emphasizes the importance of community involvement, environmental conservation, and long-term sustainability (Fisun et al., 2022; López-Rodríguez et al., 2022). It is in this context that rural tourism has emerged as a development strategy seen as more inclusive and equitable (Cheer, 2024). Although a regulatory framework and policy for village tourism are in place, empirical reality shows a gap between normatively formulated policies and their implementation on the ground. Various problems persist, such as limited human resource capacity, weak institutional coordination, minimal use of digital technology, and the lack of a structured governance system. This implementation gap has the potential to hamper the effectiveness of village tourism development and create imbalances in benefits and risks to environmental sustainability. Quantitatively, Tanjungsari Village shows relatively high potential, which is indicated by the existence of several natural tourist attractions that have begun to be developed, as well as the increasing trend in the number of tourist visits every year, as follows:

Table. 1 Tourism Potential Data in Tanjungsari Village

No	Tourism Potential Indicators	Description
1.	Number of natural tourist attractions	Waterfalls, rivers, hills
2.	Managed tourist attractions	Not yet fully optimized
3.	Level of tourism potential utilization	Some potential remains untapped
4.	Number of tourist visits	Local to regional scale
5.	Growth of tourist visits	Increasing trend
6.	Diversity of tourist attractions	Nature, culture, local activities
7.	Accessibility of tourist locations	Mostly accessible
8.	Environmental condition (feasibility)	Relatively good and natural
9.	Potential for new tourism development	Not yet developed

Source: Preliminary Observation Data, 2025.

The development of rural tourism cannot be separated from the broader dynamics of village development in Indonesia. Villages are no longer positioned solely as objects of development

policies from the central and regional governments, but rather as subjects of development with the authority and capacity to independently manage their local potential (Ruiz-Real et al., 2022). Based on this, Tanjungsari Village in Ciamis Regency holds significant potential for developing nature-based and community-based tourism. With relatively good social, economic, and environmental capital, this village has a significant opportunity to leverage tourism as a driver of the local economy. However, observations indicate that tourism management in Tanjungsari Village still faces various challenges, particularly in policy governance. Issues such as low digital competency, a suboptimal technology-based management system, and weak communication and promotion indicate that policy implementation has not been effective.

This paradigm shift has become even stronger since the reformation, particularly with the introduction of various policies that strengthen village autonomy. Villages are given the space to plan, implement, and evaluate development according to local needs and characteristics, including in the development of the tourism sector (López-Sanz et al., 2021; Polukhina et al., 2021). From a village development perspective, tourism is beginning to be viewed as a crucial instrument for strengthening the local rural economy. The natural, cultural, and local wisdom of villages are key assets that can be developed into tourist attractions (Vitrianto, 2023).

Village tourism development has a strong legal basis. Regulations regarding village governance provide legitimacy for villages to manage local economic potential, including the tourism sector (Ristini & Citra, 2022). Empirical realities indicate that this formal authority and policy support do not automatically translate into effective implementation. In practice, village governments often face constraints in operationalizing policies into coherent and integrated tourism governance systems. Limitations in institutional capacity, weak coordination mechanisms, and insufficient alignment between policy design and local implementation contexts contribute to a significant implementation gap.

As a result, village governments, while positioned as key decision-makers and development drivers, are not always able to ensure that tourism management is conducted in a transparent, participatively, and accountable manner in accordance with good governance principles (Rukmiyati et al., 2023). This discrepancy between normative policy frameworks and empirical implementation underscores the urgency of examining village tourism governance through the lens of policy implementation gaps. The multi-actor role in decision-making is reflected in the collaboration between government, the private sector, and communities in integrating interests, knowledge, and resources to produce more inclusive and effective decisions (Midgley et al., 2021; Sen et al., 2019).

In village tourism development, the perspective of policy implementation becomes increasingly relevant given the complexity of the actors involved. Village governments, tourism awareness groups (Pokdarwis), local communities, and other stakeholders have intersecting roles and interests. Without clear policy governance and effective implementation, village tourism development has the potential to lead to conflicts of interest, unequal benefits, and environmental damage. Therefore, analyzing the implementation of village tourism governance policies is an

urgent academic and practical need.

Sustainable tourism development must meet the needs of the current generation without compromising the ability of future generations to meet their own needs (Satrio Wibowo & Arviana Belia, 2023). In the village context, sustainable tourism requires a balance between economic growth, environmental preservation, and strengthening the socio-cultural well-being of local communities. Village governments, as policy implementers, play a crucial role in translating these sustainability principles into local tourism management policies and practices.

Village is one of the villages with significant potential for pioneering nature tourism. It boasts several natural attractions managed through community-based initiatives and oriented toward community empowerment. Its Independent Village Development Index (IDM) status indicates that Tanjungsari Village possesses relatively good social, economic, and environmental capital to develop the tourism sector as a driver of the village economy. Nevertheless, empirical observations indicate that tourism development in Tanjungsari Village still faces various challenges. These issues are not only related to limited physical infrastructure but also to policy governance. The low digital competence of tourism managers, the lack of a technology-based tourism management system, and weak communication and promotion strategies indicate that the implementation of village tourism governance policies has not been optimal.

This gap serves as an important basis for this research. On the one hand, numerous village tourism development practices and programs have been implemented, including in Tanjungsari Village. On the other hand, there is still a lack of research examining how village tourism governance policies are implemented by village governments, the factors influencing their success, and how these policies are translated into tourism management practices at the local level. This gap between field practice and policy studies needs to be filled through systematic and in-depth academic research.

Thus, research on the implementation of village tourism governance policies by the Tanjungsari Village Government is relevant and important. This research not only contributes to the development of government science but also provides practical contributions for village governments and other stakeholders in formulating and implementing more effective, participatory, and sustainable village tourism policies. Through policy implementation analysis this research is expected to provide a more comprehensive understanding of the dynamics of village tourism governance as well as the challenges and opportunities faced in realizing sustainable village tourism development.

RESEARCH METHODS

This research uses a qualitative approach with a case study design. The research was conducted for 6 months, from June to December 2025, starting from the planning stage, data collection, analysis, and the preparation of the research report. The research location is Tanjungsari Village, Sadananya District, Ciamis Regency. Research informants were determined purposively, including the Head of Tanjungsari Village, village officials in charge of tourism and development,

administrators of the Tourism Awareness Group (Pokdarwis), and representatives of local communities directly involved in tourism activities.

Data collection techniques were conducted through in-depth interviews, participatory observation, and documentation studies of village policy documents, village regulations, tourism activity reports, and Village Development Index (IDM) data. Data analysis was conducted using an interactive model, through the process of data reduction, data presentation, and drawing conclusions

Data analysis was conducted using the Miles and Huberman Interactive Model, which involves the processes of data reduction, data display, and conclusion drawing or verification (Nisa & Aimah, 2024). Data validity was maintained through source and method triangulation techniques (Susanto et al., 2023). This study was designed to obtain a comprehensive and contextual understanding of the implementation of village tourism governance policies through exploring the meaning, process, and dynamics of interactions between actors at the local level, to be able to describe in depth the practice of tourism governance in Tanjungsari Village, along with its supporting and inhibiting factors within the framework of sustainable village development.

RESULTS AND DISCUSSION

Implementation of Village Tourism Governance Policy Based on Multi-Actor Collaboration by the Tanjungsari Village Government

The analysis of the results of this study focuses on how village tourism governance policies are implemented by the Tanjungsari Village Government, using the four-dimensional framework of policy implementation according to G. Edward III (Leo Agustino, 2006), namely communication, resources, disposition (attitude of implementers), and bureaucratic structure. These four dimensions are used to examine in depth the dynamics of village tourism policies, the factors that influence their success, and how these policies are translated into tourism management practices at the local level.

Communication

Policy communication is an initial and fundamental factor in the implementation of village tourism governance policies. Research results indicate that the Tanjungsari Village Government has conducted policy communication through various formal and informal forums, such as village deliberations, coordination meetings with village officials, and meetings with the Tourism Awareness Group (Pokdarwis). This communication serves as a means of policy transmission, conveying the objectives, direction, and programs of village tourism development to implementers and target groups (Arintoko et al., 2020). This situation impacts the village government's ability to provide supporting infrastructure, technology-based tourism management systems, and sustainable promotional activities (Sinha et al., 2020).

From a clarity perspective, village tourism development policies are generally understood as an effort to improve community welfare and strengthen the local economy. Village governments explicitly position tourism as a strategic sector capable of boosting village and community income (Wasdi, 2025; J. Zhang et al., 2025). In terms of communication consistency, village tourism policies are relatively consistently communicated as part of the village development agenda (Robina-Ramírez et al., 2022).

The resource dimension is a key factor in determining the effectiveness of village tourism governance policy implementation. In this context, resources include human resources, budget, and supporting infrastructure. The findings show that although the Tanjungsari Village Government demonstrates a strong commitment to tourism development, it still faces limitations in human resource capacity, particularly in tourism governance and digitalization competencies. Most tourism managers rely on self-learning and community-based training, resulting in policy implementation that depends on individual initiative rather than strong institutional capacity (Lin, 2025). In addition, budget constraints remain a significant challenge. The village budget must be allocated across multiple development priorities, causing tourism development to be gradual and limited. This condition affects the provision of supporting infrastructure, the development of technology-based management systems, and the sustainability of promotional activities.

Information and technology resources also pose a challenge. Despite digitalization efforts through training and the implementation of technology-based management systems, the implementation of village tourism digitalization policies has not been fully integrated into formal village policies. Digitalization is still understood more as a technical program or activity, rather than as a systematically designed governance policy instrument (Barashok et al., 2021; Sukaris & Kirono, 2025). These resource limitations indicate that successful policy implementation is determined not only by the existence of the policy but also by the availability of the resources to support it.

Disposition

The disposition or attitude of policy implementers is a crucial factor influencing how policies are translated into practice. The research findings indicate that the Tanjungsari Village Government's attitude toward village tourism development tends to be positive. The village head and village officials demonstrate a strong commitment to supporting tourism development as part of the village development strategy (Fafurida et al., 2023). This commitment is reflected in their support for the establishment and strengthening of the Tourism Awareness Group (Pokdarwis), openness to digital innovation, and willingness to collaborate with external parties, including universities and communities. This attitude serves as important social capital in driving the implementation of village tourism policies.

However, the disposition of policy implementers still faces challenges in terms of consistency and sustainability. High workloads, limited incentives, and the absence of a clear reward system tend to weaken long-term motivation. In addition, adaptive capacity toward policy and technological changes remains dependent on certain individuals, creating a risk of personal dependency. This indicates that, although implementers show supportive attitudes, the policy still requires strengthening through clear regulations, defined roles, and structured incentive mechanisms to ensure consistent implementation.

Bureaucratic Structure

The bureaucratic structure is a key factor in policy implementation; however, in Tanjungsari Village, it remains simple and flexible. Although collaboration between the village government and the Tourism Awareness Group (Pokdarwis) has been established, it is not yet supported by clear and systematic standard operating procedures (SOPs). This leads to fragmented roles and authority, particularly in decision-making, financial management, and technology use, causing implementation to rely more on informal arrangements than formal mechanisms. Consequently, coordination is weak, program continuity is limited, and village tourism policies tend to be reactive and program-dependent rather than integrated into formal planning and budgeting systems.

These findings reveal a gap between practice and policy. In practice, tourism development is driven by technical activities such as training and digitalization, while at the policy level, implementation remains underexamined. As a result, village governments are often positioned merely as facilitators rather than strategic policy implementers in village tourism governance. This gap highlights the importance of an academic approach that bridges village tourism management practices with public policy analysis (Yusnita & Annabila, 2024). Without in-depth policy implementation studies, good practices in the field are potentially unsustainable and difficult to replicate. The following is a description of the research results related to the implementation of tourism governance in Tanjungsari village:

Figure. 1 Collaborative Village Tourism Governance in Tanjungsari Village

Source: Research result, 2025.

The figure illustrates that multi-actor collaborative village tourism governance in Tanjungsari Village operates through an integrated cycle linking tourism potential, actor collaboration, training and empowerment, and community resilience. Empirical findings indicate that tourism potential is relatively high, with a utilization rate of approximately 60%, supported by natural and cultural attractions, local SMEs, and adequate accessibility (around 70%). However, optimization of this potential depends on the effectiveness of collaboration among the village government, Tourism Awareness Group (Pokdarwis in Indonesian), and the community, which currently functions at a moderate level of coordination (approximately 65%). In terms of empowerment, training activities have contributed to improving local capacity, although the overall capacity development remains moderate (50–60%) and uneven across actors.

This condition affects governance quality, where transparency, participation, and accountability are implemented at a moderate level (around 62%). Consequently, the impact on strengthening community resiliency reflected in local economic improvement, environmental awareness, and social cohesion reaches an estimated level of 65–70%. Overall, while a collaborative governance model has been established, a notable implementation gap persists, requiring further strengthening in capacity, policy integration, and the sustainability of multi-actor collaboration

Multi-Actor Collaboration in Tanjungsari Village

The multi-actor collaboration model in village tourism management positions governance as the central node of interaction among key stakeholders, namely the village government, local communities, business actors, and institutions or community organizations. The village government plays a strategic role in establishing policy frameworks and regulatory instruments while also acting as a facilitator of support. Local communities contribute through active participation and the preservation of local wisdom as a core tourism asset (Li et al., 2022). Meanwhile, business actors drive economic development through investment, innovation, and the expansion of tourism-related enterprises, whereas institutions and community organizations provide capacity building, mentoring, and the development of partnership networks. These interactions are dynamic and complementary, forming an inclusive and adaptive governance ecosystem as follows:

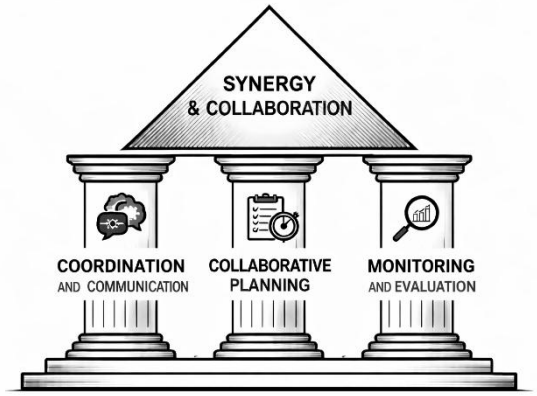

Figure. 2 Multi-Actor Collaboration in Tanjungsari Village
Source: Research result, 2025.

In practice, this model is supported by three main pillars: coordination and communication, collaborative planning, and monitoring and evaluation. These pillars serve as integrative mechanisms to ensure that all stakeholders align on shared objectives. Coordination and communication harmonize interests, collaborative planning provides a deliberative space for setting development directions, and monitoring and evaluation ensure accountability and the sustainability of programs (Zhao et al., 2024). Thus, synergy and collaboration are not merely normative principles but are operationalized into effective governance practices that support sustainable village tourism development (Usui et al., 2024; Wang et al., 2022). Strengthening community resilience is supported by the establishment of clear and measurable targets, an organized division of actor functions between village governments, communities, and other stakeholders, as well as strong institutional guarantees as a foundation for the sustainability and effectiveness of policy implementation (Fliervoet et al., 2016; Natalia et al., 2024; X. Zhang et al., 2022).

The main novelty of this research lies not only in the use of a policy implementation framework, but in the development of a village tourism governance policy implementation model that arises from the gap between normative village government policies and tourism management practices at the local level. The model offered in this research is called the Policy Practice Integration Model, namely a village tourism governance policy implementation model that

emphasizes the dynamic integration between village policies and community-based tourism management practices. This model is developed from the elaboration of four dimensions of policy implementation, but added with an integrative dimension typical of the village, which bridges policy and technical activities. The following is explained in a table.2 below:

Table 2. Policy Practice Integration Model

No.	Aspect	Model Edwards III	Policy Practice Integration Model
1	Focus	Administrative	Village contextual governance
2	Role of Society	Object/Target	Policy co-implementor
3	Digitalization	Supporting variables	Policy instruments
4	Implementation	Linear	Cyclical & adaptive
5	Outcome	Policy compliance	Sustainability of governance

Source: Research Results, 2025.

From the image above, this research offers a Policy–Practice Integration Model as a conceptual innovation in the study of the implementation of village tourism governance policies, which places the village government and Pokdarwis as hybrid implementing actors and formulates digitalization and empowerment activities as adaptive policy instruments in building sustainable village tourism governance. The main findings of this study indicate that the implementation of village tourism governance policies becomes effective when the policy is understood as a strategic direction framework, the village government and Pokdarwis function as hybrid implementing actors, and digitalization is positioned as an adaptive policy instrument that bridges policy and field practice.

CONCLUSION

The policy implications of this study emphasize that best practices in village tourism governance do not rely on the formulation of complex regulations, but rather on the capacity of village governments to translate policies into a contextual and socially grounded strategic development framework. Accordingly, effective policies should be designed in an adaptive manner by integrating local social, economic, and institutional dimensions from the planning stage through implementation. This approach can be operationalized through participatory mechanisms that go beyond formal procedures and actively engage communities in decision-making processes, thereby ensuring stronger local legitimacy and ownership of the policy outcomes.

Furthermore, best practices in policy implementation are reflected in the application of a co-production model between village governments and Tourism Awareness Groups (Pokdarwis) as hybrid actors. Within this model, roles are distributed adaptively between policy authorities and operational managers of tourism destinations, enhancing implementation effectiveness at the field level. Digitalization and community capacity building should be positioned as strategic governance instruments rather than merely technical activities, enabling long-term sustainability. To address the gap between normative policies and empirical practices, stronger cross-sectoral

integration and performance-based monitoring and evaluation systems are required. Thus, policy success should be assessed not by short-term program outputs, but by the establishment of a sustainable and resilient village tourism governance system.

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To: regirefiangaris@unigal.ac.id, irfan_nursetiawan10@unigal.ac.id, mohammedyounusghazni@gmail.com

Dear Regi Refian Garis, Irfan Nursetiawan , Muhammad Younus:

We have reached a decision regarding your submission to Government & Resilience, "Implementation of Multi-Actor Collaborative Village Tourism Governance Policy in Strengthening Community Resilience by the Tanjungsari Village Government, Ciamis Regency, Indonesia".

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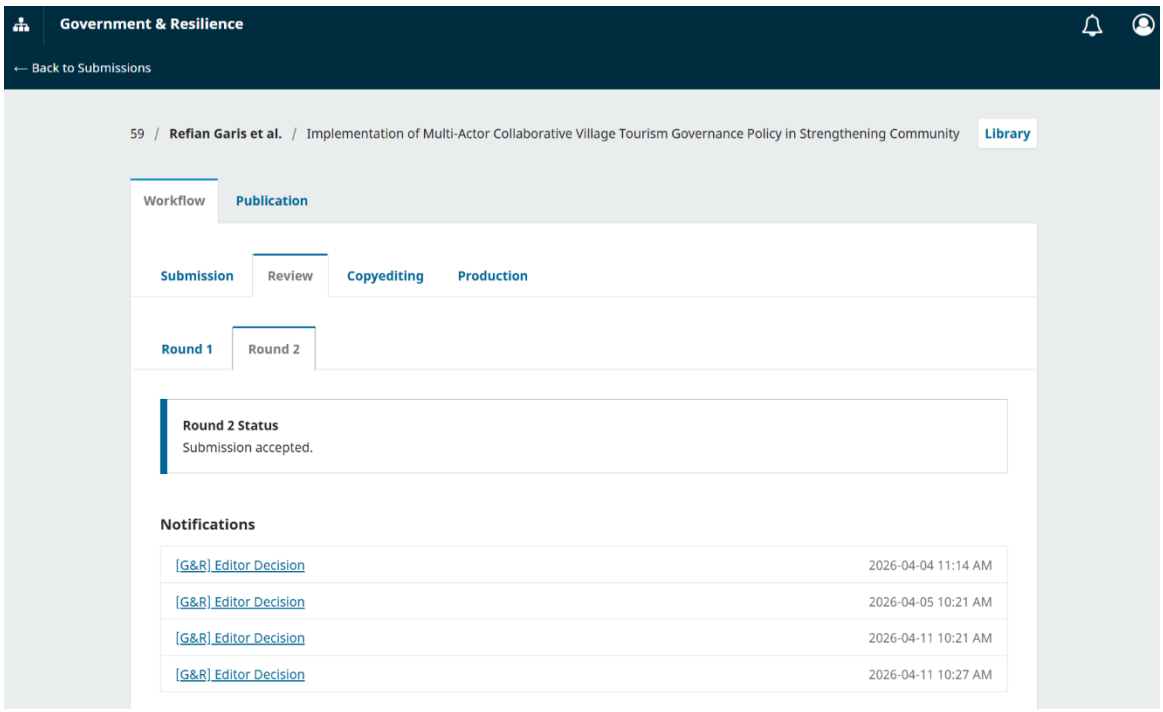

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Administrator <abdillah@journal.dealingsfoundation.com> Thu, Apr 23, 2026 at 8:58 AM
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Dear Regi Refian Garis, Irfan Nursetiawan , Muhammad Younus:

The editing of your submission, "Implementation of Multi-Actor Collaborative Village Tourism Governance Policy in Strengthening Community Resilience by the Tanjungsari Village Government, Ciamis Regency, Indonesia," is complete. We are now sending it to production.

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