

## EFFECTS OF TOURISM VILLAGE ON SUSTAINABLE LIVELIHOODS AND PANDEMIC RESILIENCE IN SERANG VILLAGE

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Article Info	Abstract
<b>Keywords:</b> livelihood, sustainability, tourism, village	This research explores the policy approach adopted by the management of Serang Tourism Village for village development, with an emphasis on the five livelihood capitals and the community's strategies for sustaining livelihoods after development. Employing a mixed-methods sequential exploratory approach, the research identifies the key policy strategy as the creation of BUM Desa. This initiative has boosted PADes contributions to villages, thereby advancing local development. Consequently, this has improved access to the five livelihood capitals, fostering more sustainable livelihoods. The research also underscores the community's susceptibility to the impacts of the Covid-19 pandemic, emphasizing the importance of both the tourism and agriculture sectors in sustaining livelihoods during crises. It concludes that the tourism village strategy implemented by BUM Desa plays a significant role in supporting the community's well-being through the five capitals, thereby protecting their living conditions from potential vulnerabilities. The results should prompt local authorities to focus on enhancing the capabilities of BUM Desa, aiming to offer more sustainable livelihoods for the community.
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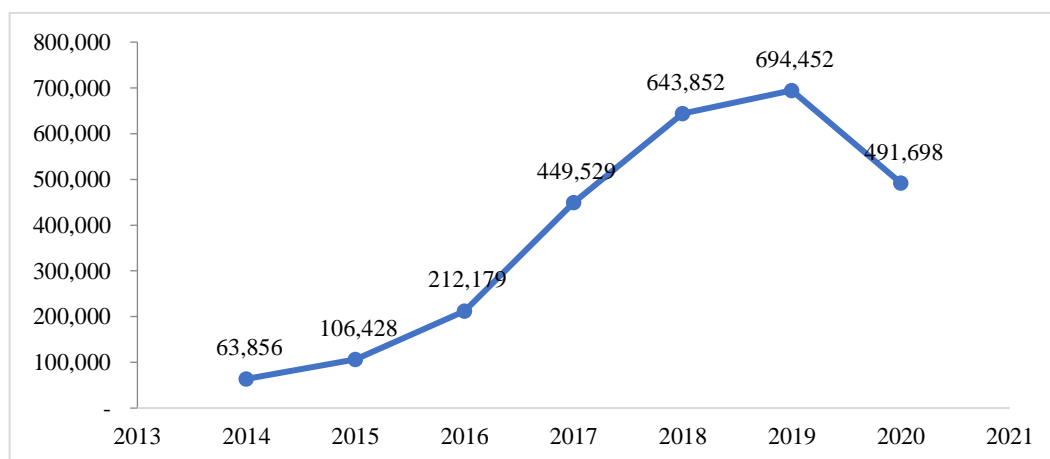


## INTRODUCTION

Serang Tourism Village has rapidly become one of the leading agro-tourism destinations in Central Java Province. The increase in strawberry farming in early 2003 motivated the local residents to develop a fruit-picking agro-tourism attraction. Situated at an elevation ranging from 650 to 1,650 meters, the region enjoys a cool mountain climate that attracts tourists from urban areas in Purbalingga Regency. This favorable condition eventually facilitated the development of tourism activities in the area.

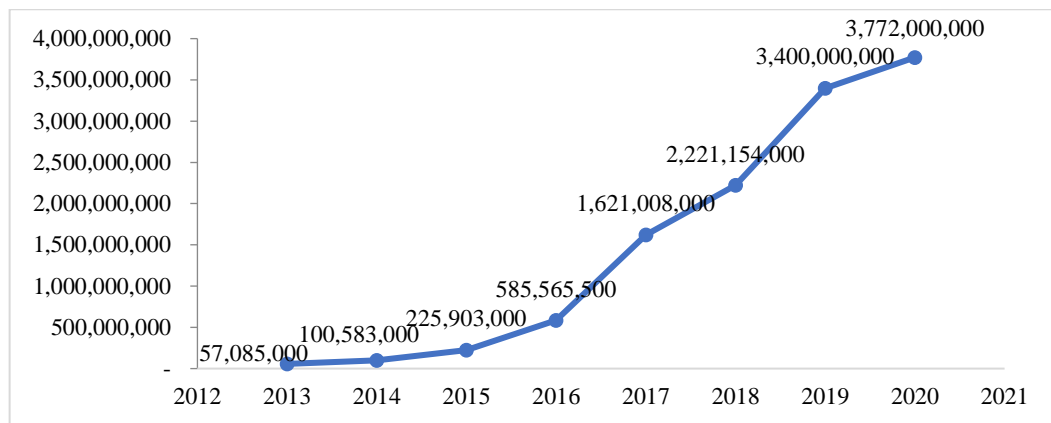
In reaction to the growing trend in tourism, the Regent of Purbalingga Regency officially recognized Serang Village in Karangreja District as a tourism village, as stated in Decree No. 4131/181 of 2010. The village authorities backed this move by initiating community-led efforts to develop tourism attractions, enhancing the socio-economic activities of the rural population. This approach is consistent with outcomes by Su et al. (2018), which indicated that tourism can offer alternative sources of income for villagers, delivering beneficial economic effects even with limited tourist engagement.

When it was first established, Serang Tourism Village featured just one attraction, Desa Wisata Lembah Asri Serang, commonly known as D'las. The management of this tourism village falls under the Village-Owned Enterprise (BUMDes) Serang Makmur Sejahtera, which was created on October 18, 2010, following Village Regulation (Perdes) No. 5 of 2010. By leveraging 20 hectares of village land, the development of the strawberry farm agro-tourism included the addition of various attractions, such as playgrounds for children, family recreational areas, lodging options, and annual cultural celebrations like the Mount Slamet Festival. These enhancements aimed to diversify the offerings and attract more visitors. Such initiatives highlight how effective tourism management can boost the economic growth and well-being of rural communities. Even during the COVID-19 pandemic, D'las successfully boosted its profitability (Figure 2), despite experiencing a decrease in tourist visits (Figure 1) due to the restrictions imposed by the pandemic.



**Figure 1.** A Graph of Tourist Visits to D'las 2013–2021

Source: D'las, 2021



**Figure 2.** Income Data from D'las Management (IDR) 2012–2021  
Source: D'las, 2021

Serang Tourism Village managed to sustain its business activity successfully thanks to the strategies it employed. For example, during the COVID-19 pandemic, the management of the tourism village implemented adaptive measures by introducing new attractions, which were developed based on market behavior research and adjusted to the pandemic's conditions. These attractions focused on drawing in local community members, regional inhabitants, or residents of the county. Although this approach did not boost the total number of visitors, it improved access to tourism services for paying guests. This strategy effectively mitigated the drop in revenue and provided support to the impacted community (J. Prayitno et al., 2022), particularly those employed in agriculture.

During the COVID-19 pandemic of 2020–2021, the tourism industry faced severe challenges in sustaining the regional economy (UNWTO, 2021). The global lockdowns associated with the pandemic significantly disrupted livelihoods and had a detrimental effect on the worldwide economy (Cheng et al., 2022). Research outcomes reveal that the downturn in tourism revenue impacted not only the local economy but also exacerbated social welfare issues and diminished environmental conservation efforts. In certain tourism villages, this decrease in income resulted in job losses and a deterioration in the quality of life for local residents (Phillipson et al., 2020). Despite the pandemic, Serang Tourism Village's revenue remained relatively stable, and as a result, the crisis brought on by COVID-19 did not lead to any restrictions or layoffs. Additionally, the rapid growth of rural tourism destinations, both internationally and within Indonesia, poses risks to the environmental and cultural sustainability of villages (Bowers, 2016), particularly for traditional communities that rely on agriculture as their primary means of livelihood (Dipayana & Sunarta, 2015).

The approach adopted by Serang Village has been crucial in positioning Serang Tourism Village as a sustainable business entity over time. To analyze the strategies employed by Tourism Villages, business-oriented frameworks like the Balanced Scorecard (BSC) can be effective (Nugroho & Nurhaliza, 2024). The BSC's criteria—financial performance, customer satisfaction, internal processes, and learning and growth—are well-established in enhancing strategic decision-making and improving overall well-being (Heebkhoksung et al., 2023).

To grasp how rural communities, particularly those reliant on agriculture, attain sustainable livelihoods through the Tourism Village initiative, it is crucial to examine the

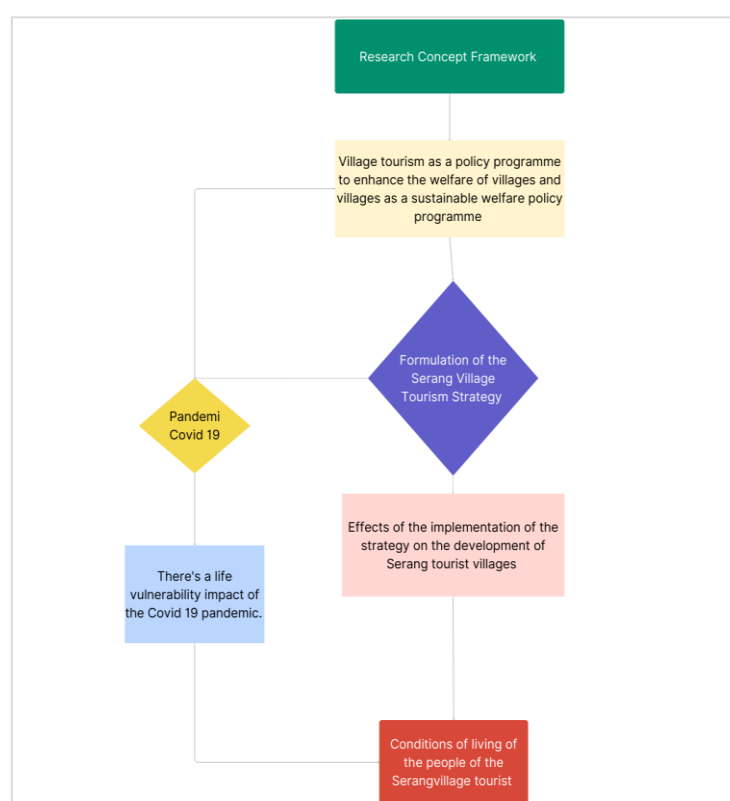
strategies applied in Serang Tourism Village. The Sustainable Livelihoods Framework (SLF), created by Chambers and Conway (1992), offers a valuable approach for understanding sustainable livelihoods. The Sustainable Livelihoods Framework (SLF) is a tool for analyzing and tackling poverty by concentrating on community resources and livelihood strategies. It encompasses several interconnected components, including human, social, physical, financial, and natural capital (Scoones, 2015).

Asset analysis helps in pinpointing the community's strengths and weaknesses. The Sustainable Livelihood Framework (SLF) also offers insights into the vulnerability context, encompassing external factors that impact the livelihoods and well-being of individuals or communities (Scoones, 2015), such as the COVID-19 pandemic experienced during this research. This approach facilitates the assessment of how tourism affects community livelihoods by analyzing shifts in assets and livelihood strategies that arise from the management practices adopted by the tourism village.

This article offers a comprehensive analysis of tourism village development by exploring both the business strategies employed and their effects on community livelihoods. It utilizes the Balanced Scorecard (BSC) approach, which encompasses four key perspectives: financial, customer, internal processes, and learning and growth. By incorporating the Sustainable Livelihood Framework (SLF), which highlights sustainable livelihood resources and strategies, the evaluation of performance becomes more inclusive and well-rounded. This integration enables organizations to assess their performance impact from not only a business standpoint but also from the perspectives of sustainability and community welfare. Prior studies (Afandi, 2019; Irsyad, 2020; Junaid, 2022; Padmasari, 2014; Tan & Sitikarn, 2019) have not thoroughly examined how the strategic planning of tourism village development by management affects community livelihood sustainability. Current research predominantly addresses empowerment processes, program initiatives, and business governance individually. However, there is a significant lack of comprehensive studies exploring how these elements are strategically integrated by management and their combined effect on the sustainability of community livelihoods. Previous research often examines these components separately, without considering their combined impact on overall development and sustainability. To address this gap, the current research introduces a novel approach by integrating the balanced scorecard theory with livelihood theory, which considers the five capitals, to map out strategic approaches.

## METHODOLOGY

The research examined how the formulation of the Tourism Village strategy contributed to the development of the Tourism Village. It then analyzed how this development impacted the five aspects of community livelihood capital and the strategies employed to leverage the resources of Serang Tourism Village (Figure 4). The assessment is guided by the five components outlined in the Sustainable Livelihood Framework: human capital, financial capital, social capital, physical capital, and natural capital. Additionally, the elements associated with the Tourism Village are used as key references for evaluation.



**Figure 4.** Research Concept Framework

Source: Author analysis, 2024

A mixed-methods approach was deemed suitable for this research as it involved gathering both quantitative and qualitative data. This approach integrates two distinct types of data, each with its own philosophical assumptions and theoretical frameworks (Creswell & Creswell, 2018). This research utilized a sequential exploratory strategy, a mixed-methods approach where qualitative methods were employed first, followed by quantitative methods (Creswell, 2015). Initially, the focus was on qualitative data, which was later enhanced with quantitative information. The integration of both methods provided a comprehensive analysis.

This research employed a quantitative method through a detailed indicator framework to assess the livelihood capital of rural communities. The framework, based on the Sustainable Livelihoods Framework (SLF), incorporates five components. The SLF framework is designed to provide insights into community and public well-being by evaluating each of these components. This framework serves as a tool for planning development initiatives or assessing the effectiveness of activities aimed at promoting the sustainability of rural communities (Budiharsono, 2018). It identifies five key components that contribute to the sustainability of individuals or communities: human capital, social capital, natural capital, physical capital, and financial capital (Rijanta et al., 2014).

Since its creation by Chambers (1992), the Sustainable Livelihood Framework (SLF) has undergone significant development. This framework is designed to help analyze and understand the intricate interplay between various factors that affect villagers' livelihoods. Scoones (2015) develops the Sustainable Livelihood Framework (SLF) by

connecting various aspects of rural communities' lives, with a focus on institutional processes that integrate expertise in strategic implementation.

The indicators were quantified using numerical values to reflect household characteristics related to each component. The scoring of livelihood capital can assess the impact of Tourism Villages on the well-being of rural communities. Five key variables of livelihood capital served as parameter variables. Additionally, these variables were refined based on indicators identified in prior research studies.

In this research, data for each variable were collected through a survey administered to 100 participants. The survey included 25 questions, with five questions dedicated to each of the five components of sustainable livelihood capital (Table 1). Responses were recorded using a Likert scale, where scores ranged from 1 to 5 for each question. Higher assessment scores indicated greater agreement with the proposed improvements outlined in the survey. In this research, the validity was assessed using the significance value or the Pearson correlation coefficient. Reliability was evaluated with Cronbach's alpha. The validity assessment verified that the indicators were valid ( $\text{Sig.} \leq \alpha$ ) and demonstrated strong reliability ( $0.60 < r < 0.80$ ).

**Table 1.** Research Quantitative Variabel

Parameter	Variable	Indicator	Question
Financial Capital	Income	Total income	Since tourism (tourist villages) was developed, has your income increased compared to before?
		Source of income	Since tourism (tourist villages) was developed, income has been opened up for other family members?
	Expenditure	Amount of consumption	The growth of tourism has enabled you to fulfill your needs more efficiently than ever before?
	Loan	Bank credit	Since the advancement of tourism, have you been able to acquire assets through banking, secure loans, or raise funds?
	Financial Reserve	Savings	With the advancement of tourism, you can now allocate savings for either business investments or livestock, unlike in the past.
Social Capital	Communication	Communication conditions	As tourism has expanded, interactions and communication between communities have become more effective.
	Participation	Participation rate	With the expansion of tourism, there has been a greater engagement from the community in local development efforts.
	Conflict	Potential conflict	Has the incidence of conflicts between communities decreased with the growth of tourism (tourist village)?
	Security and Order	Conditions of security and order	Following the expansion of tourism (tourist village), have there been improvements in safety and order within the village?
	Culture	Cultural activities	With the rise of tourism in the village, have cultural activities become more common and actively participated in by the local community?

Parameter	Variable	Indicator	Question
Human Resources Capital	Education	Level of education	As tourism has progressed, have you and the surrounding community noticed an improvement in educational standards?
	Skills	Diversity of expertise	Since the advent of tourism, has there been an increase in the diversity of skills and knowledge within your community and yourself?
	Urbanization	Urbanization rate	As tourism has expanded, young people in the villages have fewer reasons to migrate to urban areas or relocate to other regions.
	Health Access	Easy access to health	The growth of tourism has led to improved public healthcare access.
	Unemployment	Unemployment rate	The development of tourism has contributed to a reduction in unemployment rates.
Physical Capital	Infrastructure	Access road	The advancement of tourism has led to improvements in the access roads to and from the village of Serang.
	Clean water	Access to clean water	With the growth of tourism, the availability of clean water in the village of Serang has improved.
	Medical Facility	Encouraging to be actively involved in village development	Due to the development of tourism, the quality of facilities such as Puskesmas in villages has seen significant enhancement.
	Communication	Internet network access	With the growth of tourism, internet connectivity in the village has improved significantly.
	Education facility	Increase the sense of family and cooperation	The advancement of tourism has led to enhanced educational resources in the village.
Natural Capital	Agriculture	Rate of conversion of agricultural land	Following the development of tourism, there has been no change in the use of agricultural land.
	Garbage	Waste management	With the development of tourism, waste management has seen improvements.
	Forest Ecology	Forest sustainability	Following the development of tourism, the sustainability of the village forest has remained secure.
	Pollution	Air pollution	Does the development of tourism avoid contributing to air pollution from tourist activities?
	Disaster	Potential disaster	With the growth of tourism, is there no risk of potential disasters such as landslides?

Source: Author's analysis, 2023

Qualitative research was employed to examine how a system operates and the impacts of its dynamics. This approach focuses on understanding the context and effects experienced by individuals, groups, communities, or systems that are the subject of the research (Patton, 2015).

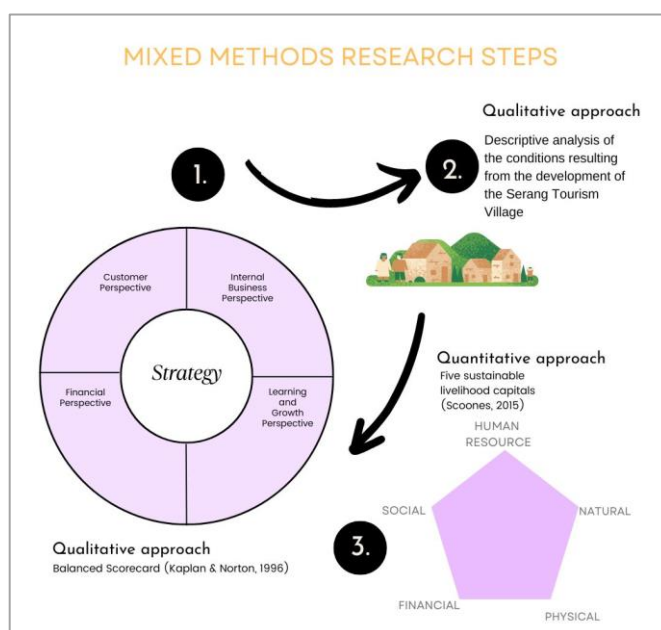
The research was structured using a descriptive approach combined with the case research method. The descriptive design aimed to offer a detailed account of naturally occurring phenomena to better understand these events or interventions. The case research component was included to allow for an in-depth examination of specific instances, such

as tourism village programs and sustainable livelihoods, focusing on programs, events, processes, and activities (Creswell & Creswell, 2018).

A qualitative methodology was employed to develop strategies based on Balanced Scorecard theory. This approach is intended to assess a company's performance. In this research, the balanced scorecard framework serves as a tool for mapping out strategies crucial to the organization's success (Kaplan & Norton, 2004). A balanced scorecard is an efficient and thorough management tool that offers a clear and detailed view of business performance (Yuwono et al., 2004). Kaplan and Norton (1996) emphasized that a key element of the balanced scorecard management system is the development of strategic maps. These maps are designed to illustrate how an organization delivers value or benefits as anticipated and how this relates to both the execution and formulation of its strategies (Figure 5).

Data were gathered through interviews and observations. The outcomes were then analyzed using balanced scorecard theory. To identify the strategy with the greatest impact on the performance of the Tourist Village, informants provided ratings expressed as percentages, reflecting the effectiveness of the organization's management strategies.

In this research, the selection of informants was carried out using non-probability sampling, specifically judgmental or purposive sampling. This method was chosen because it allows researchers to identify and select individuals who can provide the most relevant and insightful information for the research's objectives. The process began by establishing specific criteria to ensure that the sample was representative of the case being studied (Merriam & Tisdell, 2016). This research employed a snowball sampling technique, starting with a few key informants who then referred other relevant individuals to provide additional insights into the case. This approach was used to enhance the validity of the research and ensure the accuracy of the data by incorporating a broad range of sources (Patton, 2015).



**Figure 5.** Mixed methods research steps  
Source: Adapted from Creswell, 2015

## FINDINGS AND DISCUSSION

Sustainable tourism is designed and sustained within a specific area to ensure its long-term viability, while preserving the Earth's life support systems that current and future generations rely on (Fennell & Cooper, 2020). A Tourism Village represents a model for creating sustainable tourism environments. According to Inskeep (1991), a tourist village is characterized by a small group of visitors residing near traditional settings, often in secluded villages, where they experience and learn about rural lifestyles and local ecosystems (Tanaya, 2019).

### Serang Tourism Village Development

Tourism development in Serang Village began in 2003 with local residents initiating strawberry (*Fragaria Anannasa*) agro-tourism. The strawberry seeds used were remnants from PT. Zeta Agro, a company previously operating in the area, originating from California's Oso Grande variety. Subsequently, strawberry farmers received additional seed support from the local government for this same variety (Widiastuti, 2015). Due to its strategic position along the route to popular tourist spots like Mount Slamet Climbing, Batu Raden (Purwokerto), Goa Lawa, and Gucci Hot Spring (Tegal), Serang Village has become a notable stop for visitors seeking to enjoy strawberry picking. This has transformed strawberry picking into a prominent attraction, with the village now widely recognized in Purbalingga and throughout Central Java for its strawberry farms and tours.

The strong interest in strawberry-related tourist spots eventually led to the creation of the Tourism Village. In 2010, following the designation as a tourist village, the Village Government began developing the Asri Serang Valley Tourism Village (D'las), which was integrated with the local economic organization known as Village-Owned Enterprises of Serang Makmur Sejahtera. Village-Owned Enterprises were selected to oversee D'las activities due to their requirement to contribute to Village Original Income (PADes). It is anticipated that managing tourism through these enterprises will positively impact overall village development. Applying the balanced scorecard theory revealed several strategies implemented by the tourism village manager to advance the development of tourist villages, including as seen in Table 2 below.

**Table 2.** Balanced Scorecard, strategic objectives, initiatives, and performance measures

Balanced Scorecard Perspective	Strategic Objective	Initiative	Performance Outcome Measures*
Financial Perspective	Creating Profit	Creating income opportunities.	85%
		Establishing investment cooperation.	
	Cost Efficiency	Optimizing the use of HR;	97.5%
	Increase Customer Value	Increasing repeat visits by freeing tickets for the Serang Village people and Promotional activities.	100%
Customer Perspective	Price	Adjusting to the purchasing power of rural communities.	95%
	Product Variations	Providing various forms of attractions to reach all circles.	85%
	Brand	Creating a Brand that increases the sense of belonging to the Village Community.	80%

Balanced Scorecard Perspective	Strategic Objective	Initiative	Performance Outcome Measures*
	Service	Inspection and evaluation of service quality, both related to cleanliness and safety, were carried out every day.	100%
Internal Business Perspective	Operational Governance	Accountable and professional operations; The public-owned shares.	92.5%
	Innovation Process	Fast data-driven research.	75%
	Customer Governance	Excellent service according to the customer's character.	95%
	Social Policy and Process	Processes that increase the carrying capacity of the environment and society.	90%
Learning and Growth Perspective	Human Resources	Honest HR with a minimum qualification standard of high school education.	100%
Financial Perspective	Information	Digitalization.	85%
	Organization	In the form of a village-owned enterprise.	100%

Source: Data processed, 2021

Note: \*) Performance calculation was the result of triangulation with expert informants.

The research involved five informants, including village heads, BUM Desa leaders, youth group representatives, community leaders, and hamlet heads. Once the strategies were developed, each informant assigned scores ranging from 1% to 100%. These scores were then averaged to determine the overall percentage, and the strategies were ranked based on the informants' evaluations.

Following the percentage-based ranking results, a further triangulation process was conducted to validate the primary strategies deemed crucial for advancing tourist villages. The consensus among informants was that adopting BUM Desa as the organizational structure was identified as the key strategy for the swift development of tourist villages. The decision to establish a Village-Owned Enterprise (BUM Desa) as the business entity was made from the outset during the development of D'las in 2010, in accordance with the regulations set by the Ministry of Home Affairs in Number 32 of 2004. Eventually, the oversight and authority for BUM Desa transitioned to the Ministry of Village PDTT under Law No. 6 of 2014 concerning Villages.

BUM Desa was chosen as the primary strategy over other approaches because other strategies can only be effective when the organizational framework is established as BUM Desa. The development of local tourism plans can only fully consider the village's overall impact with BUM Desa in place. The primary aim of BUM Desa is to enhance the well-being of the village's residents.

BUM Desa is required to allocate 5% of its earnings as Village Original Income (PADes). Consequently, the advancement of BUM Desa will significantly support village development efforts focused on enhancing community welfare. Although profit is a primary objective for the sustainability of the Tourism Village, the operational goals of the Serang Tourism Village also include delivering economic benefits to improve local well-being.

The organization and performance of BUM Desa are legally binding, as they are governed by Village Regulations that are endorsed by various community sectors. This framework ensures that accountability reports are presented to the public, providing a legal assessment of the organization's leadership that incorporates community input. As a community-based economic institution, the work culture emphasizes core values like honesty and professionalism while fostering a communication style that aligns with village traditions. This approach encourages evaluation and interaction through informal, family-oriented communication, rather than rigid or formal methods. These three work culture values provide straightforward approaches to problem-solving in the management of tourism, which is inherently dynamic and heavily reliant on community involvement.

The growth of BUM Desa and its various business units allows for the establishment of multiple ventures. When a BUM Desa is created, it paves the way for the development of additional business units, creating a village-scale business ecosystem that enhances profitability and overall benefits. For instance, in Serang Tourism Village, if one unit experiences a drop in revenue, a well-performing business unit can quickly step in to support the struggling one.

This indicates that we had the financial resources necessary for innovation. Even during the pandemic, when visitor numbers were restricted, the management introduced new attractions and adjusted prices. The expenses associated with these innovations were covered by funds drawn from various business units, which not only focus on tourism but also handle other services like clean water supply, waste management, and more. Maulidiah and Megawati (2022) research examines the role of BUMDes Sambimadu in the development of Agrowisata D'ganjaran in Sidoarjo district. Their outcomes highlight that the financial backing from BUM Village's village funds was instrumental in ensuring the sustainability of these tourist destinations.

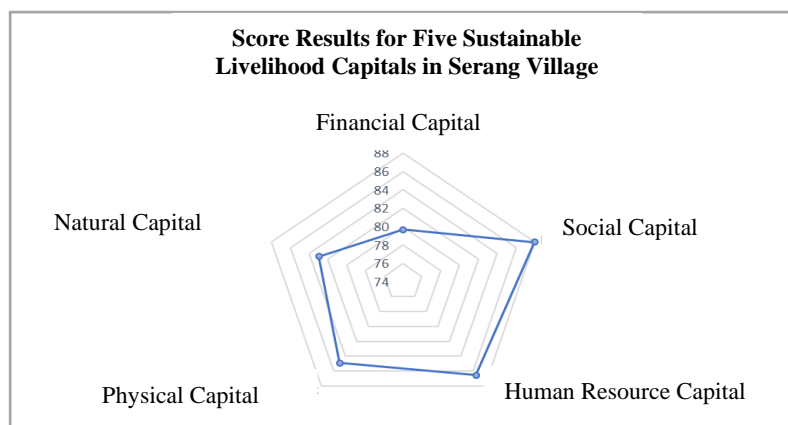
### **Effect of Strategy for Development of Serang Tourism Village**

Serang Tourism Village has been in operation for over a decade, initially beginning with a single attraction, D'las, and gradually expanding to include several other tourist destinations. While these tourist attractions operate independently in terms of management, the support and incentives from the D'las management, overseen by BUM Desa, serve as the central hub of the tourism village. Serang has demonstrated positive growth, particularly in enhancing the financial performance of the Village-owned Enterprise responsible for tourism operations and tracking tourist visit data.

The D'las had a ripple effect, spurring the growth of other tourist attractions in Serang Village. The expansion of a central growth area led to the development of the surrounding regions, fostering their growth as well. As a result, several new tourist spots emerged in Serang Village, attracting visitors and benefiting from the momentum created by the development of D'las. Tourist attractions in Serang Village were categorized into nature-based, culture-based, and man-made attractions. Alongside the Asri Valley Tourism Village (Dlas), several other man-made attractions emerged, capitalizing on the influx of tourists. These include Pinesan Serang, Sekar Bintang Selfie Park, Serang High Land Camping Ground, Surup Lawangan, and the Mount Malang Viewpoint.

### Pentagon Assets of Sustainable Livelihoods Serang Society

The research data on the five sustainable livelihood capitals, measured using a Likert scale, was analyzed through a scoring method that involved determining initial weights as seen in Figure 6.



**Figure 6.** The Chart of Pentagon Assets in Five Sustainable Livelihoods  
Source: Data Processed, 2021

### Financial Capital

Financial capital refers to an economic resource that indicates a household's ability to manage and access financial resources easily, including savings, wages, loans, credit, or economically valuable assets (Scoones, 2015).

**Table 3.** Scoring Value of Financial Capital

Variable	Indicator	Weight	Score	Results
Income	Total income	4	4.19	16.76
	Source of income	4	3.90	15.60
Expenditure	Amount of consumption	4	4.23	16.92
Loan	Bank credit	4	3.64	14.56
Financial Reserve	Savings	4	3.96	15.84
<b>Total</b>				<b>79.68</b>

Source: Data processed, 2021

The development of tourism in Serang Village has led to improved access to financial capital for the local community. A clear example is seen among farmers participating in strawberry picking activities at the D'las Tourism site, where their income has surged by 30% compared to traditional horticultural farming methods. This boost in earnings highlights the financial benefits that the tourism industry has brought to the village.

The influx of tourists has created new market opportunities for agricultural products in the area, particularly for ventures like strawberry picking gardens and culinary businesses that cater to visitors. This boost in tourism has also helped lower the supply chain costs for producing agricultural goods. Economically, the growth of tourism in Serang Village has provided additional income opportunities for family members who have taken up jobs in the tourism sector. Typically, fathers focus on gardening, while mothers, daughters, and older sons find employment at local tourist sites. During specific times, such

as the harvest season, they manage their gardening tasks in the morning before heading to work in the tourism industry.

The development of the Tourism Village has largely enhanced the capacity of village households to fulfill their needs, as reported by the majority of the residents (Table 3). This improvement indicates that households can now meet their basic needs through the additional income generated, allowing them to save a portion of their earnings for business ventures or livestock investments. Furthermore, there has been a notable increase in people's ability to engage with financial institutions, such as banks. Many community members now understand how to take out loans for purchasing assets like motorbikes, cars, or communication devices. However, despite these advances, the community still faces challenges in qualifying for business capital loans.

### *Social Capital*

Social capital offers households valuable support, both formally and informally, serving as a crucial foundation for sustaining their livelihoods (Scoones, 2015).

**Table 4.** Social Capital Scoring Score

Variable	Indicator	Weight	Score	Result
Communication	Communication conditions	4	4.39	17.56
Participation	Participation rate	4	4.47	17.88
Conflict	Potential conflict	4	4.16	16.64
Security and Order	Conditions of security and order	4	4.44	17.76
Culture	Cultural activities	4	4.54	18.16
<b>Total</b>				<b>88.00</b>

Source: Data processed, 2021

The establishment of a tourist village enhances the community's ability to build shared social capital (G. Prayitno et al., 2024). From a communication standpoint, the community views the Tourism Village as a factor that strengthens communication between different groups (Triyono, 2012). The village community, known for its friendliness, has found that programs conducted collectively foster more active communication between residents of different hamlets. However, communication gaps and misunderstandings often arise, particularly in the socialization of programs related to tourism development.

Regarding community involvement, the participation of local communities in the development of Tourism Villages is essential to ensure they have equal opportunities to contribute alongside other stakeholders. The integration of all parties involved in tourism development, including local communities, is crucial (Adikampana, 2017). While most of the community believed they were actively involved, their involvement was actually more in line with Passive Community Participation. This form of participation has engaged the community only minimally in the implementation of decisions, with the policy approach remaining largely top-down (Alfandi et al., 2019). It meant that the community's role was not as decision-makers but as decision-takers. This form of participation necessitated a decision-making process that prioritized both efficiency and effectiveness.

From the community's perspective, there was a strong tendency to place high trust in the village government and the Tourism Village management. This trust led to a reluctance to engage deeply in understanding the governance process. Nevertheless, they consistently supported the decisions made by the management. Community involvement

has been integral since the inception of Tourism Village development, beginning with the creation of D'las. Initially funded by Non-Governmental Funds, D'las eventually evolved into a Village-owned Enterprise, with participation as its core principle. This participation was evident in the open opportunities for individuals and groups to become operators of tourist attractions. By offering equal opportunities, the goal was to enhance the standard of living within the village. However, the development of programs aimed at benefiting the village community did not completely eliminate the potential for conflicts arising from the shift toward tourism-related business activities.

In Serang Village, while conflicts were rare, they had the potential to create divisions within the community (Table 4). Some of these conflicts were triggered by social jealousy, as the benefits of tourism development began to alter the lives of those involved. However, these disputes have not disrupted security or order in the village. The community's strong adherence to religious values and traditional customs, such as showing respect and deference to elders, has maintained a safe and harmonious environment, even with the influx of tourists from various areas.

The cultural development in Serang Tourism Village became a highlight of its existence. The community eagerly anticipated the annual Mount Slamet Festival Cultural Carnival, viewing it as a significant event. The festival blended rich traditional elements with modern aspects, including stage performances by national artists, creating a sense of heightened entertainment for the village residents and showcasing the cultural vibrancy of Serang Tourism Village. This enthusiasm fostered a positive outlook within the community regarding the Tourism Village, as it enabled the preservation of culture (Widyaningsih, 2019) and provided access to arts and cultural activities that were previously not part of the village's annual events or agenda.

### *Human Resource Capital*

Human resource (HR) capital refers to an individual's capacity to access and utilize resources that support their livelihood. This capital encompasses skills, health, and personal experiences, which together contribute to an improved quality of life (Scoones, 2015). In this research, HR capital was evaluated by examining factors such as education, skills, employment opportunities, and health (Table 5).

**Table 5.** Scoring Value of Human Resources Capital

Variable	Indicator	Weight	Score	Results
Education	Level of education	4	4.29	17.16
Skills	Diversity of expertise	4	4.40	17.60
Urbanization	Urbanization rate	4	4.14	16.56
Health Access	Easy access to health	4	4.45	17.80
Unemployment	Unemployment rate	4	4.35	17.40
<b>Total</b>				<b>86.52</b>

Source: Data processed, 2021

Respondents indicated that access to education in Serang Tourism Village has improved since tourism became a significant source of income for households. Previously, it was uncommon for families in Serang Village to send their children to college, with most students only completing high school. However, as the local economy has grown, more families are now able to support their children's pursuit of higher education.

Before the rise of tourism, young people in Serang Village typically spent their time assisting their parents with farming. If there was an urgent need for income, they would often seek work outside the village in places like Jakarta, Bandung, or Purwokerto, usually taking jobs as domestic helpers, construction workers, or factory employees. However, with the development of tourism, these young people have found new opportunities to earn a living within the village by working as tour operators or in various tourism roles, such as horse jockeys, ticket counter attendants, and operational staff.

Improved job prospects have led many young people who once worked in big cities to return to Serang Village. The village's infrastructure has also seen upgrades, including a well-equipped Primary Health Care center in Karangreja Sub-district, featuring an emergency unit (ER), ambulance services, and skilled medical personnel. During the COVID-19 pandemic, this center provided swab and PCR testing to help residents protect themselves from the virus. Additionally, the village had a complementary health center that served as a venue for health education and housed an Integrated Healthcare Center (posyandu).

### *Physical Capital*

Physical capital refers to the control and access to physical resources that support households in sustaining their livelihoods. This includes infrastructure like roads, clean water, transportation, internet connectivity, and educational facilities (Scoones, 2015).

**Table 6.** Scoring Value of Physical Capital

Variable	Indicator	Weight	Score	Results
Infrastructure	Access road	4	4.20	16.80
Clean water	Access to clean water	4	4.40	17.60
Medical Facility	Encouraging to be actively involved in village development	4	4.45	17.80
Communication	Internet network access	4	3.88	15.52
Education facility	Increase the sense of family and cooperation	4	4.29	17.16
<b>Total</b>				<b>84.88</b>

Source: Data processed, 2021

The village's development of facilities and infrastructure relied on its Village Original Income (PADes) (Salmiah et al., 2020). The growing contributions from BUM Desa to this income played a significant role in advancing the village's development efforts (Amanda & Kawedar, 2023). For example, the creation of a BUM Desa to supply clean water to households marked a significant step forward in ensuring equitable access to clean water, breaking the previous practice of limiting control to specific groups. By managing the water supply for everyone, a greater sense of fairness was established within the village community. The operational costs for this clean water initiative were subsidized by the BUM Desa, supporting the tourism business unit of D'las.

The primary road leading to and from the tourist attractions in Serang Village is a provincial road (Table 6). The section between Hamlet I and Hamlet II was riddled with potholes, largely due to frequent heavy traffic, including tourist buses. Unfortunately, repairs for this road fall under the jurisdiction of the central government. The roads in the village were primarily compacted, though they had not been paved with asphalt. This was due to the hilly terrain and frequent rainfall, which made it challenging to apply and

maintain asphalt. Instead, paving blocks were used as a suitable alternative for the local conditions. Despite the improvements in road quality, public transportation remained scarce in Serang Village. As a result, most residents relied on private vehicles, particularly motorcycles, for their transportation needs.

In Serang Village, the availability of educational facilities and qualified staff was generally deemed sufficient. However, respondents expressed concerns about the lack of supportive infrastructure, particularly a reliable internet connection, especially in the Mount Malang hamlet. This issue became especially critical as the education system began to incorporate digital learning methods, which were essential during the pandemic when online education was necessary. Additionally, internet access has been reliable in areas outside of Mount Malang (V) and hamlets I through IV, particularly for Telkomsel and Indosat providers. Network issues were mainly confined to Mount Malang. The village's facilities have also seen significant improvements, including a well-equipped health center with an emergency unit, ambulance services, and qualified medical staff. During the COVID-19 pandemic, the Primary Health Care center offered swab and PCR testing services to help residents safeguard themselves against the virus.

### *Natural Capital*

Natural capital encompasses all of nature's resources that support human livelihoods (Gai et al., 2020; Scoones, 2015). In Serang Village, nature serves as the primary asset for tourism development. The fertile volcanic soil offers excellent opportunities for cultivating high-yield crops. Unlike other tourist villages where traditional culture plays a dominant role, Serang Village's daily life has largely blended with modern influences, even though the community retains many characteristics of a subsistence rural lifestyle. Consequently, the village's natural resources are the community's main asset, supporting both agriculture and tourism.

**Table 7.** Scoring Value of Natural Capital

Variable	Indicator	Weight	Score	Result
Agriculture	Rate of conversion of agricultural land	4	3.79	15.16
Garbage	Waste management	4	3.96	15.84
Forest Ecology	Forest sustainability	4	4.31	17.24
Pollution	Air pollution	4	4.24	16.96
Disaster	Potential disaster	4	4.44	17.76
<b>Total</b>				<b>82.96</b>

Source: Data processed, 2021

Serang Tourism Village's greatest natural asset is its agricultural landscape. The introduction of tourism in the village has led to some agricultural land being repurposed for commercial use to support tourism activities. While this shift has occurred in Serang, it has been on a very limited scale and hasn't significantly impacted the overall agricultural land use (Table 7). The tourism projects managed by BUM Desa primarily utilized village treasury land, which helped minimize the conversion of agricultural land in Serang Tourism Village. However, the rising demand for land near tourist attractions has led to concerns over land ownership. If left unchecked, this trend could marginalize the local population and alter the intended future use of the land. To address this, the Village Government has initiated consultations to establish regulations for village land use and ensure proper control.

Garbage pollution is a frequent challenge that arises with the development of tourism (Nugroho, 2020). To address this issue, a more focused waste management strategy has been planned since 2021. The plan includes establishing a Village-owned Enterprise business unit dedicated to managing waste in the village, with a particular emphasis on waste generated by tourism activities. The implementation of liquid smoke-based waste processing technology has been introduced in Serang Village to reduce pollution and promote environmental sustainability. As for noise pollution, most respondents reported minimal disturbance, as tourist sites are generally located far from residential areas. Additionally, the community has begun to explore forest conservation as a valuable initiative. Perhutani's lands have been leased for tourism purposes, such as the Mini Village Ecotourism project in Hamlet II (Probahan), which aims to educate the public on the critical role forests play in preserving water resources.

Tourism in Serang Village has introduced a new source of income for the local community, supplementing their traditional reliance on agriculture. What was once a predominantly farming-based livelihood has now expanded, with residents diversifying their income strategies to include tourism-related opportunities. This shift allows the community to better address shortages and meet their daily needs.

Business diversification takes many forms, but in Serang Village, the rise of tourism has led to a significant portion of the community (26%) focusing their diversification efforts on tourism-related ventures. These include activities such as selling souvenirs, operating grocery stores near tourist spots, and running food businesses at tourist locations.

The development of tourism has also encouraged the return of about 5% of villagers who had previously moved away. They found that by participating in the tourism industry in Serang Village, they could earn an income comparable to what they were making in the city.

*I used to work as an insurance marketing admin in Jakarta, but after saving up enough money, I decided to return to Serang Village. It so happened that they needed a head of security here, and I was asked to take on the role. Although the salary isn't as high as what I earned in the city, the cost of living here is much lower. (A, personal communication, 2024)*

### **Tourism Village Resilience Strategy During the Covid-19 Pandemic**

Vulnerability essentially refers to situations that are susceptible to sudden changes, which can significantly impact society at any moment (Chang et al., 2024; Putri et al., 2019). The COVID-19 pandemic was a disruptive force in people's lives overall (Akkermans et al., 2020), affecting rural communities as well. The inability to cope with such an unprecedented situation leads to vulnerability, as unforeseen challenges emerge from both social and economic perspectives, threatening the stability of people's livelihoods.

In Serang Village, the community was generally lax or neglectful in adhering to health protocols and preventing the spread of viral infections during the pandemic. However, in terms of policy and enforcement, Serang Village continued to follow the Central Government's guidelines for implementing PPKM (Restrictions on Community Activities), including rules for online schooling and health protocols at tourist sites. The transition to a new normal, requiring reduced physical activity and social distancing, created several challenges for residents in generating their economic resources.

According to survey results, the majority of respondents (85.3%) reported a decline in their income due to the pandemic, while a smaller portion (14.7%) indicated that their income remained unaffected. Those who did not experience a decrease were typically employed in positions with a fixed salary structure. Nearly half (43%) of respondents reported that they did not face significant challenges during the pandemic, while the majority (57%) acknowledged that the pandemic made it harder to make ends meet.

In follow-up interviews with several respondents, it was revealed that the pandemic-induced vulnerability has primarily strained the financial aspects of their lives. The slowdown in market access, due to the closure of markets in several areas, has led to a lack of buyers for agricultural products, leaving many unable to sell their harvests and incurring losses. Similarly, in the tourism sector, the decrease in visitors has resulted in reduced income for those employed in the industry.

For some individuals, the pandemic hasn't posed significant challenges. Despite the difficulty in selling agricultural products, their subsistence lifestyle allows them to be content with what they produce. In fact, food scarcity hasn't been an issue due to the ample availability of resources.

For those employed in tourism, the drop in visitor numbers has affected their income; however, many have not experienced a severe impact because they still have family-managed agricultural land or livestock as a form of savings, allowing them to meet basic needs like food. Others have adapted by assisting with farm work or taking on roles as agricultural laborers. The pandemic's challenges or vulnerabilities have not led to a severe crisis in Serang Village, as the two primary sectors—agriculture and tourism—play a crucial role in bolstering the local economy.

The agricultural sector, which typically takes longer to yield profits, complements the tourism sector, which can generate income more quickly. Therefore, it is crucial to integrate agriculture with tourism (Kusuma et al., 2022). In times of crisis, these sectors can support one another without one diminishing the other, demonstrating how sustainable livelihood practices and sustainable tourism can coexist. The experience in Serang Village exemplifies the concept of sustainable tourism as described by Weaver (2013), where tourism is developed to satisfy current needs without compromising the ability of future generations to meet their own.

## CONCLUSION

The key strategy for ensuring the successful operation of village tourism, as identified through a balanced scorecard analysis, involves establishing a village-owned enterprise known as BUM Village. This approach can enhance success by boosting income and increasing the village's real revenue (PAD), even amidst the challenges of the pandemic. Additionally, it contributes to the broader distribution of tourist attractions, which have become a new economic center in Serang Village. When examining the impact of the Tourism Village on community livelihoods, it is evaluated across five key capitals: financial, social, human resources, physical, and natural. These elements form a pentagon of assets, each with significant to very significant value in supporting the livelihoods of residents in Serang Tourism Village.

The community has responded to the emergence of tourist villages by expanding their sources of income. Engaging in trade that supports tourism has become a common

strategy for many residents in Serang Village as they adjust to the growing tourism industry. This approach does not replace their primary livelihood in agriculture but serves as an additional means of support for households. During the pandemic, 43% of residents saw a drop in household income. However, the role of tourism in supplementing household income has played a crucial part in helping the community endure and fulfill their needs during the challenging times of the COVID-19 pandemic.

Tourism has the potential to reduce negative effects while enhancing positive ones. This implies that introducing tourism into rural areas can contribute to sustainable development that works in harmony with the existing livelihoods of village residents, such as agriculture, rather than displacing them. Local authorities need to recognize this dynamic and ensure that both sectors—tourism and agriculture—are integrated in a way that they reinforce each other, thereby improving the overall well-being of households in and around the tourist village.

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