

Original Articles

Village Government Efforts to Increase Village Original Income Through Tourism Village Development in Kembang Kuning Village, Sikur District, East Lombok Regency

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Abstract. This study aims to describe and analyze the efforts of the Village Government of Kembang Kuning, Sikur District, East Lombok Regency in increasing Village Original Revenue (PADes) through the development of village tourism. This research uses a descriptive qualitative approach, with data collected through observation, interviews, and documentation. The results show that the village government has optimally utilized the potential of natural and cultural tourism by involving the community, strengthening village institutions such as the Tourism Awareness Group (Pokdarwis) and Village-Owned Enterprise (BUMDes), and developing digital promotion and homestay services. A participatory approach in planning and tourism management has been key to maintaining the sustainability of the program. However, several challenges remain, such as inadequate infrastructure, the suboptimal function of BUMDes Mart, limited tourism facilities, minimal direct involvement of the village government in the field, and the absence of a formal retribution system for local business actors. Therefore, institutional strengthening, infrastructure improvement, and more professional and inclusive tourism management are needed to ensure a sustainable increase in PADes contributions from the tourism sector.

Keywords: Village Original Revenue, Village Government, Village Tourism, Community Participation, Kembang Kuning.

1. Introduction

Regional autonomy as regulated in Law Number 23 of 2014 provides authority for regional governments, including village governments, to regulate and manage community interests independently [1]. Law Number 6 of 2014 concerning Villages emphasizes that villages have the right to explore and manage their potential for the welfare of the community and increase Village Original Income (PADes). One of the strategic potentials that can be developed by villages in Indonesia is the tourism sector [2]. Tourism has become a leading sector that makes a significant contribution to the regional economy Rasool et al. [3] including villages. Tourism villages as a form of community-based tourism development allow tourists to enjoy the uniqueness of nature, culture, and authentic rural life [4].

This concept not only supports the preservation of local culture, but also opens up economic opportunities for local communities and can increase PADes through various derivative economic activities such as homestays, traditional culinary, crafts, and tour guide services [5]. Kembang Kuning Village in Sikur District, East Lombok Regency, is one example of a tourism village that has succeeded in managing its local potential. With natural attractions such as the Sarang Walet Waterfall and the rich culture and traditions of its people, this village has won various national awards in the tourism sector. This success shows that good tourism management, supported by active community participation and support from the village government, can improve welfare and Village Original Income [6].

Several previous studies have highlighted the contribution of tourism to increasing PADes. Nian et al. [7] emphasized the importance of managing tourism facilities for

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tourist satisfaction, while Utama et al. [8] stated that local community involvement is a key factor in the sustainability of tourist villages. However, there have not been many studies that specifically discuss the strategic efforts of village governments in developing tourist villages as an instrument for increasing PADes. Based on this, this study was conducted to fill the literature gap by focusing on village government efforts to increase village original income through the development of tourist villages, a case study in Kembang Kuning Village, Sikur District, East Lombok Regency.

2. Method

This study uses a descriptive qualitative approach to understand the role of village government in increasing Village Original Income through the development of tourism villages in Kembang Kuning Village, Sikur District, East Lombok. Data were collected through observation, interviews, and documentation [9]. Informants were selected using purposive and snowball sampling techniques, consisting of village officials, BUMDes, tourism managers, community leaders, and UMKM actors totaling 11 people. Determination of informants. The key informant in this study was the Head of Kembang Kuning Village, HLS, who has a central role in planning and decision-making at the village level, especially related to the development of the tourism sector. In addition, the researcher also interviewed several supporting informants, such as:

- Tourism Awareness Group (Pokdarwis) which is directly involved in the operationalization of village tourism activities.
- BUMDes Kembang Kuning, as a village institution that plays a role in managing tourism business units and other sources of village income.
- UMKM actors, guides, lodging owners, and community leaders around, as parties who directly feel the impact of village tourism activities.

The selection of informants is based on the consideration that they have in-depth knowledge, direct involvement, and practical experience with the object being studied.

Table 1.
Informants

No	Name	Position/role	Gender	Education	Criteria
1	HLS	Village Head	Man	Bachelor degree	Key Informant
2	MS	Bumdes Admin	Woman	Senior High School	Key Informant
3	SA	Pokdarwis Secretary	Man	Senior High School	Key Informant
4	RA	Tour Guide	Man	Senior High School	Key Informant
5	YN	Tour Guide	Man	Senior High School	Key Informant
6	TY	Homestay Owner	Man	Senior High School	Key Informant
7	SA	Homestay Owner	Man	Senior High School	Key Informant
8	RD	UMKM Actors	Woman	Senior High School	Key Informant
9	SN	UMKM Actors	Woman	Junior Hhgh School	Key Informant
10	RH	Community Leaders	Man	Bachelor degree	Key Informant
11	MHS	Community Leaders	Man	Junior Hhgh School	Key Informant

In addition, researchers also consider the accessibility of informants and their willingness to provide the required data. Primary data is obtained directly from research sources, while secondary data is obtained from official documents and related literature. Data analysis is carried out qualitatively with data reduction, triangulation, and content analysis stages to ensure the validity and reliability of the research results.

3. Result and Discussion

3.1 Village Government Efforts to Increase Village Original Income

The Kembang Kuning Village Government, Sikur District, East Lombok Regency, has made various efforts to increase Village Original Income (PADes), especially through the

development of natural tourism potential owned by the village. This effort is a real step to create village financial independence by optimally utilizing existing local potential. The following are some of the roles carried out by the Kembang Kuning Village Government, as follows:

3.1.1 Tourism Development as a New Source of Village Revenue

The Kembang Kuning Village Government has made the tourism sector an alternative source to increase Village Original Income [10]. This policy was taken by considering the natural and cultural potential of the village, which has not been utilized optimally. Natural potential such as Sarawalet waterfall, trekking trails, natural rural atmosphere, and agricultural activities are the main attractions for tourists. In addition, local wisdom such as attractions of the coffee and coconut oil making process, traditional cooking activities, and cultural performances have also been developed into experience-based tourism packages. This reflects the increasingly popular experience tourism approach, where tourists come not only to see, but also to feel and learn directly from the lives of the community. To support this development, the village government is actively promoting through social media, digital platforms, and partnerships with the Tourism Office and other related institutions.



Figure 1.
Tourism
Activities

The village government is also open to visits from tourists from outside the region and abroad, even providing space for them to stay in homestays managed by the local community. The Village Apparatus of Kembang Kuning, HLS explained that:

"We utilize all the potential that exists, from waterfalls, local culture, to village cuisine. We help promote it through social media, and we have even received several visits from abroad. That is one way to improve the name of the village, and it can also be an income through levies and homestays."

Village income from this sector is obtained through entrance ticket fees to tourist attractions managed jointly by the village, BUMDes, and Pokdarwis. In addition, village-owned homestays managed by BUMDes also contribute in the form of a profit-sharing system to the village treasury. According to SA, Pokdarwis Kembang Kuning:

"The waterfall ticket is divided fairly, IDR 5,000 to the guide, IDR 5.000 to the manager, IDR 5.000 to BUMDes, and IDR 5.000 to the village. So it's not just the village that gets it, but all parties are involved."

With a clear and transparent profit sharing system, the management of tourist villages not only becomes a new economic field, but also creates institutional synergy that strengthens the structure of village government. Although the financial contribution from this sector is still on a medium scale, this policy direction shows great potential for future PADes growth. Even according to the BUMDes manager:

"This year alone, the revenue sharing fund from the tourism sector, especially from homestays and waterfall tickets, could reach 50 million to the village treasury."

Through this approach, the Kembang Kuning Village Government not only creates new sources of income, but also opens up employment opportunities for the community, revives MSMEs, and fosters a sense of pride in their village. This strategy shows how tourism can function as an instrument of sustainable village development if managed collaboratively and community-based.

3.1.2 Participatory Approach in Tourism Planning

In an effort to develop the tourism sector as a source of Village Original Income (PADes), the Kembang Kuning Village Government applies a participatory approach based on local values and deliberation. This approach not only creates community recognition of the tourism village program, but also strengthens the sense of ownership of the community towards the program being run [11].

Community involvement has been carried out since the early stages of planning. Every policy or regulation related to village tourism is discussed together through a deliberation forum involving community leaders, youth, business actors, and tourism managers. One real form of this participation is the agreement on customary rules in the form of a prohibition on accepting unmarried guests at homestays, which is considered important to maintain the norms and socio-cultural values of the Kembang Kuning Village community. Community leaders who were interviewed said that:

"We are always involved, because the ones who run these activities are the local people. At the beginning, as I said earlier, we were invited to discuss the steps or rules that would be implemented here. So, what we have now is the result of a mutual agreement."

The decisions that emerge from the deliberation are binding and obeyed by all elements of society. This shows that tourism development in Kembang Kuning Village is not merely based on projects or policies, but rather the result of a collective process that takes into account local social conditions and cultural values.



Figure 2.
Training in
Kembang Kuning
Village

Moreover, this approach also creates a social system that follows change. Concerns about the negative impacts of tourism, such as free culture from outside or changes in

lifestyle, can be anticipated through strengthening shared norms. Community leaders even admitted that at first he was among those who disagreed with the entry of foreign tourists, but because of dialogue and mutual understanding, he now fully supports the existence of tourist villages:

"Initially, I rejected tourism because I saw that neighboring tourist villages like Tetebatu were too free and had no rules. But here it's different, because everything is agreed upon together. There are customary rules that are still maintained, that's what makes us confident and supports it." (Interview with Community Leaders, 2025)

Thus, the participatory approach implemented by the village government is not only a planning strategy, but also an effective social control tool to maintain the sustainability of the tourist village. Close collaboration between the village government and the community is the main foundation for village development that is not only economical, but also ethical and cultural.

3.1.3 Formation and Strengthening of Local Institutions

In supporting the development of tourist villages as a source of increasing Village Original Income (PADes), the Kembang Kuning Village Government has made institutional efforts by forming and strengthening two main pillars in village tourism governance, namely the Tourism Awareness Group (Pokdarwis) and the Village-Owned Enterprise (BUMDes). Both play an important role as technical implementers of tourism activities, service providers, as well as partners of the village government in managing businesses and sources of income. Pokdarwis plays the role of Field Manager and Liaison with the Community. Pokdarwis acts as the spearhead of implementing tourism activities in the field. This group manages destinations such as Sarawalet waterfall and takes care of the entrance ticket system and coordination with residents who are directly involved as tourism actors. The village government entrusts Pokdarwis as a partner who understands the social conditions of the community and has direct access to the field. As conveyed by Pokdarwis:

"One of the tourism activities managed by Pokdarwis is the Sarawalet waterfall. Friends from Pokdarwis are the managers. Ticket distribution has also been agreed upon with the village and BUMDes"

The existence of Pokdarwis is also an important forum for empowering village youth. They are not only workers in the tourism sector, but are also involved in the preparation of tour packages, cultural attractions, and environmental cleaning activities such as the clean-up program every Friday which is carried out routinely. Meanwhile, BUMDes acts as a Manager of Tourism Business Units and Contributor to PADes. BUMDes Kembang Kuning is empowered to manage strategic business units in the tourism sector, such as managing the "Bale Kembang Kuning" homestay, providing tour guide services, and managing entrance tickets to tourist destinations. BUMDes also acts as a recipient and distributor of funds from levies, as well as an agency that deposits part of its income into the village treasury.

According to BUMDes managers, the real contribution to PADes has been quite significant in recent years:

"This year alone, the revenue sharing fund from the tourism sector to the village could reach around 50 million. That's from the waterfall tickets and the Bale Kembang Kuning homestay that we manage."

BUMDes also manages village facilities related to tourism, such as kiosks, homestay restaurants, and community savings systems. However, limited management capacity and an informal retribution system are still challenges for optimizing BUMDes as a driver of PADes. The main strength of local institutions in Kembang Kuning Village is the existence of good synergy and coordination between village institutions. There is no domination of one party over another. All elements of the village government, Pokdarwis, and BUMDes work together in planning and implementation, including in the distribution of results and reporting. This was conveyed by the Village Apparatus

"We in the village always try to be close and open. Meeting together, light discussions, or having coffee while discussing tourism development ideas. Pokdarwis is important because they are the ones in the field. So we walk together."

With this close collaboration model, village institutions are able to carry out their functions more effectively, both in empowering the community's economy, improving tourism services, and contributing to village income. The formation of strong institutions is an important foundation in creating a sustainable and community-based tourism system.

3.1.4 Management of Retributions and Contributions from Tourists

One concrete form of the Kembang Kuning Village Government's efforts to increase Village Original Income (PADes) is through the implementation of a retribution system from the tourism sector. This retribution is imposed on tourists who visit the village's leading tourist attractions, such as Sarawalet Waterfall, as well as from contributions from lodging business units managed by the Village-Owned Enterprises (BUMDes).

Although the contribution value is still relatively small in the total PADes scale, the presence of this system shows that the village government has begun to manage the tourism sector systematically and in a targeted manner. The scheme for sharing the retribution results has also been regulated fairly and involves various elements of village institutions. Pokdarwis explains the mechanism for distributing entrance tickets as follows:

"If he enters the waterfall, the ticket is IDR 2.000 for foreigners and IDR 5.000 for locals. The division is IDR 5.000 for the guide, IDR 5.000 for the manager, IDR 5.000 for BUMDes, and IDR 5.000 for the village. So, we cooperate between Pokdarwis, the village, and BUMDes."

The system not only provides income to the village, but also creates equitable incentives for tourism actors and institutions involved. By involving guides, managers, and BUMDes in the distribution of results, this model becomes a collaborative practice that strengthens the spirit of mutual cooperation and fairness of economic distribution at the local level.

Another contribution that comes into the village comes from the BUMDes homestay business unit, namely Bale Kembang Kuning, which also provides deposits to the village treasury through a profit-sharing system. The BUMDes manager said that the contribution from this sector was quite significant in the current year:

"We manage homestays and waterfall tickets. From the results, we share them with the village. This year alone, our revenue sharing fund for the village can reach Rp50 million."

However, not all tourism business actors have made formal contributions. A number of homestays owned by residents independently have not been subject to levies,

considering that some of them started their businesses with bank loans and are still in the development stage. The village apparatus emphasized that:

"There are none from homestay owners, because most residents start with bank loans. So considering that, we have not made a levy regulation for them."

Nevertheless, the existence of homestays is still considered very beneficial because it can reduce unemployment rates and absorb local workers. The village government considers that the socio-economic impact of this business is much greater than direct income in the form of taxes.

With these steps, Kembang Kuning Village shows that although the retribution from the tourism sector is still small in scale, its management has been directed systematically and measurably. In the future, strengthening regulations, expanding the retribution base, and mentoring local business actors will be the key to optimizing the contribution of this sector to PADes.

3.2 Supporting and Inhibiting Factors

In an effort to increase Village Original Income (PADes), the Kembang Kuning Village Government, Sikur District, East Lombok Regency has made the tourism sector one of its main strategies. Based on the results of interviews and open participatory observations conducted on April 28-29, 2025, a number of factors were found that supported and inhibited the implementation of tourism village development policies. This discussion is compiled with reference to the theory of village income as regulated in Law Number 6 of 2014 concerning Villages and Permendagri 20 of 2018.

3.2.1 Supporting Factors

Kembang Kuning Village has interesting natural tourism potential, such as the Sarang Burung Swallow waterfall. From the observation results, basic infrastructure such as public toilets, parking lots, berugak, and gazebos around the tourist location are quite good and well maintained. The availability of these supporting facilities is an important factor in supporting tourist comfort and encouraging increased visits [12]. Community involvement in tourism economic activities can be seen from the presence of food stalls, grocery kiosks, and the participation of residents as tour guides and parking attendants. From the interview results, a tour guide said that community involvement had been carried out systematically and structured. This shows community empowerment as a source of PADes through village business results [13].

Pokdarwis plays an active role in managing tourist attractions, such as maintaining cleanliness, promoting tourism through social media, and holding a Clean Friday program [14]. This activity strengthens tourist attractions and maintains the sustainability of the village environment. The village government also routinely holds coordination meetings with Pokdarwis even though it is not directly involved in daily management. The presence of information boards about Village Original Income in several points in the village reflects the openness of information and accountability in village financial management, which is important in building public trust.

3.2.2 Inhibiting Factors

Although some tourist facilities are well maintained, the road to the Sarang Burung Swallow waterfall is still damaged and mixed with soil. In addition, the entrance gate to the waterfall looks poorly maintained and the tourist information board is starting to break down. This can reduce the comfort and perception of visitors to the tourist village. From the results of observations, it was found that the BUMDes Mart, which should be one of the sources of PADes from village business results, did not operate routinely. Its

hidden location and rarely open, as stated by residents, this reduces the potential income of the village from the sale of souvenirs and local products [15].

The waterfall ticket counter is still made of simple wood and plywood. This reflects a lack of attention to the aesthetics and comfort of visitors as well as potential security risks [16]. Improving the quality of these facilities is important to support the professionalism of the service. Although the village government is active in planning and coordination, observations show that there is no direct activity from the village government at the tourist location [17]. Direct involvement can strengthen institutional integration and rapid response to tourism management needs. Although the tourism sector in Kembang Kuning Village has developed and has had a significant economic impact, until now there has been no formal retribution system applied to business actors, such as homestay owners and MSME actors. This is due to the consideration that most business actors are still in the early stages of development and run their businesses independently with limited capital [18]. The absence of this retribution has an impact on the low direct contribution of the private sector to Village Original Income (PADes).

Efforts to increase PADes through the development of tourist villages in Kembang Kuning Village have many supporting factors, especially in terms of natural potential, community participation, and institutional roles such as Pokdarwis. However, there are still a number of obstacles that need to be fixed, such as optimizing the function of BUMDes, improving access infrastructure and tourism facilities, increasing direct involvement of the village government, and the need for an official retribution system for local business actors. With improvements in these aspects, the potential for increasing PADes through tourism can be maximized and sustainable.

4. Conclusion

Research on the efforts of the Kembang Kuning Village Government in increasing Village Original Income (PADes) through the development of tourist villages shows several main conclusions. The village government has succeeded in maximizing local tourism potential through the management of tourist attractions, digital promotion, provision of homestays, and active community involvement in participatory village tourism programs. Village institutions such as Pokdarwis and BUMDes also play an important role in managing and contributing to village income in a transparent manner. The success of this program is supported by attractive natural potential, active community participation, adequate infrastructure, and transparency in village financial management. However, there are still obstacles such as suboptimal road conditions, BUMDes Mart that has not functioned optimally, limited supporting facilities, the absence of a formal retribution system for local business actors, and minimal direct involvement of the village government in the field.

For this reason, it is recommended that the village government improve supporting infrastructure, optimize the role of BUMDes, develop a retribution system that is appropriate to community conditions, increase direct involvement in the field, and provide training and capacity building for tourism actors. Strengthening digital promotion is also important to be carried out consistently. With these steps, the development of tourism villages in Kembang Kuning is expected to continue to increase PADes and community welfare sustainably.

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6. Declaration

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