



# The Collaborative Governance of the Development of the Apar Tourism Village in Pariaman City West Sumatra Province

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**Abstract.** This paper aims to explain the collaborative governance of the development of the Apar Tourism Village, Pariaman City, West Sumatra Province. Developing a tourist village requires collaborative governance, Penta Helix in nature. However, to realize an advanced tourism village with pentahelix collaborative management takes work. This paper applies Ansel and Gash's collaborative governance model and qualitative method. Based on the analysis results, a collaborative process could be established between stakeholders (government, community, academics, business, and media) because there is a face-to-face dialogue between stakeholders, resulting in Shared Understanding. The shared understanding obtained by the millennial youth group in Apar Village gave birth to local champions (creative youth) who are members of the Tourism Awareness Group/*Kelompok Sadar Wisata* (Pokdarwis). Pokdarwis and Village-owned enterprises/*Badan Usaha Milik Desa Apar Mandiri* build trust to manage Tourism Villages collaboratively facilitated and funded by the Village Government. Stakeholders built commitment and process to make Apar Village a Tourism Village and received the 2021 Indonesian Tourism Village Award as an Intermediate Outcome. Meanwhile, for the long term, the Manager of the Apar Tourism Village continues to look for opportunities to collaborate with other Tourist Corporations and the Business sector to invest and develop the Apar Tourism Village.

**Keywords:** Tourism Village, Collaborative Governance, Pentahelix, Stakeholders

## 1 INTRODUCTION

A tourist village (Kampung, Nagari, Gampong, or other names) is an area that has the potential to be a unique tourist attraction, namely experiencing the unique life and traditions of rural communities with all their potential [1]. After the Covid-19 pandemic subsided and people started carrying out their normal activities and traveling, there was a change in global tourism travel trends from mass tourism to alternative tourism. Alternative tourism is oriented toward natural tourism or local culture to increase insight, adventure and learning, such as adventure tourism, hiking, tracking, and tourism that offers direct tourist experiences, such as village tourism [2].

In Indonesia, tourism is one of the leading sectors that contributes to the country's largest foreign exchange after palm oil and petroleum. 2022 will be full of new opportunities and challenges in national economic recovery from the COVID-19 pandemic. The Indonesian Ministry of Tourism and Creative Economy is optimistic about increasing economic growth in the tourism sector after implementing various policies to handle the spread of Covid-19. In the first semester of 2022, foreign tourist arrivals experienced a significant increase compared to the same period in 2021, increasing 926% with 743 thousand visits [3].

The development of tourist villages follows the concept of building from the village to improve the welfare of the Indonesian people by exploring local potential and empowering the community, which the Government proclaims as a priority program in Law Number 6 of 2014 concerning Villages, which explains that Villages have the right of origin and traditional rights in governing and taking care of the interests of local communities and playing a role in realizing the ideals of independence based on the 1945 Constitution of the Republic of Indonesia [4]. Village-level governments have the autonomy to manage resources and the direction of development, one of which is making their villages into unique and attractive tourist destinations. In developing this tourist village, the village can utilize village funds, which are included in the category of empowering the government and village community. Tourism Village development must be focused on the integrated and collaborative development of the five important pentahelix elements consisting of society (community/social institutions), government, industry, academics and media as catalysts [1].

To encourage enthusiasm and optimism in every tourist village, the Ministry of Tourism and Creative Economy has implemented the Indonesian Tourism Village Award/Anugrah Desa Wisata Indonesia (ADWI) event since 2021, producing the best tourist villages based on international tourism categories and standards. The aims and objectives expected from holding this activity are to make Tourism Villages in Indonesia a world-class and competitive tourism destination that can encourage regional development and community welfare and promote the potential of tourist villages to foreign and domestic tourists [5].

West Sumatra is one of Indonesia's provinces with enormous natural and cultural tourism potential. West Sumatra has natural beauty from mountains, valleys, canyons and the sea. West Sumatra has extraordinary natural tourism potential supported by Minangkabau cultural values and traditions. In almost every district and city in West Sumatra, various types and varieties of tourist attractions are still natural, so efforts are needed to increase their attractiveness to become tourist destinations worthy of being visited by domestic and foreign tourists.

In West Sumatra, there are 208 tourist villages. In 2021, there are four tourist villages included in the best tourist village category, namely the Apar Pariaman tourist village, the best in the digital tourism village category; Saribu Gonjong Tourism Village, best in the Homestay category; Kampuang Minang Nagari Sumpu Tourism Village was the best in the Souvenir and Culinary category; and Batang Agam Tourism Village, the best in the tourist destination category [6]. In 2022, three tourist villages received the ADWI, namely Green Talao Park (GTP) Ulakan Tourism Village, Silokek Tourism Village, and Nagari Tuo Pariangan Tourism Village, also known as the Most Beautiful

Village in the world [7]. Meanwhile, in 2023, five tourist villages will be included in the ADWI nomination [8].

This research discusses one of the tourist villages that has won the ADWI, namely Apar Tourism Village. The Apar tourist village in Pariaman City has won the third-place ADWI in the digital tourism village category [9]. The tourism potential of Apar Village being developed is ecotourism and cultural tourism. Apar Village could become a place for mangrove forest and turtle conservation. The mangrove forest is equipped with mangrove tracking, which can spoil visitors' eyes to enjoy the mangrove forest with various biota and is equipped with gazebos and viewing towers. Apar tourist village also has a stretch of clean and blue beach and has a beautiful sunset. One of the local wisdom is the Beruk (monkey) attraction at Sekolah Tinggi Ilmu Baruak (STIB/Baruak Science College), where tourists can enjoy the Beruk by picking old and young coconuts. What is unique is that the Beruk, after dropping the young coconut, immediately gives it to the tourists, where tourists can enjoy fresh young coconuts directly from the tree. Other tourist experiences include exploring the mangrove forest using a canoe and fishing. Meanwhile, in the culinary sector, Apar Tourism Village offers various traditional Minang culinary delights, processed seafood, and processed mangrove fruit [10].

The uniqueness of Apar Tourism Village in terms of attractions is packaged creatively and digitally so that Apar Village has received the title of digital tourism village and has been included in the advanced tourism village category. Pokdarwis and BUM-Des of Apar Village carried out the development of this digital-based tourism village. Building a digital tourism village is an innovative village step that is interesting to study further. Apart from that, Apar Tourism Village is a village government located within the administrative area of Pariaman City, so it is unique in its governance, considering that village governance, which is under the auspices of the district, is different from urban governance, including in terms of budget. This article examines collaborative governance for developing tourist villages in Apar Village, Pariaman City, West Sumatra.

## 2 PREVIOUS RESEARCH

In general, this research focuses on the governance of tourism village development, where various stakeholders have significant roles. The stakeholders in the pentahelix collaboration model are the government, business groups, academics, civil society and the media. The government consists of the national, provincial, district, and village governments. Previous studies regarding pentahelix collaboration in developing tourism show that collaboration is critical in building relationships between actors involved in developing local tourism. Research by Maturbongs and Lekotompessy (2020), which examines "Kolaborasi Penta helix dalam Pengembangan Pariwisata Berbasis Kearifan Lokal di Kabupaten Merauke", concludes that collaboration between actors in the Penta Helix model supports prioritizing all forms of uniqueness that grow and develop in society, as well as providing value [11]. This research explains that the local government has the highest authority in developing local tourism [11].

The importance of the role of local government, especially the role of village government in developing tourism, especially in tourist villages, is also supported by research conducted by Firdaus, Hardjosoekarto, and Lawang (2021) with the title “The Role of Local Government on Rural Tourism Development: Case Study of Pujonkidul Tourism Village, Indonesia,” found that it shows that local governments can carry out all government functions in tourism development (coordination, planning, regulation and legislation, entrepreneurship, stimulus and promotion, the role of social tourism and the role of protecting interests) [12]. This study also discovered a new function for the government in tourism development, which is the main finding of this study, namely institutional development [12].

However, most tourist village development is initiated by creative local champions or community groups who are members of Tourism Awareness Groups/kelompok Sadar Wisata (Pokdarwis), as per the research conducted by Asri, Setiawan, and Krisnwansyah (2022) regarding tourism development models in West Sumatra. A study conducted in three tourist villages in West Sumatra (Kampung Sarugo Tourism Village, Pariangan Village, and Kubu Gadang Tourism Village) shows that the role of the village government is not significant apart from being a facilitator in developing tourist villages [13]. The development of tourist villages is separate from the village development plan. This lack of local government support was also found in Ferniza's (2017) research entitled “Antara Potensi dan Kendala Dalam Pengembangan Pariwisata di Sumatera Barat,” concluding that the lack of village government support in planning and cost aspects is an obstacle to developing tourism potential in West Sumatra [14].

Most tourist villages are developed with Community-Based Tourism (CBT), where local community participation is prioritized. Much research has been conducted on developing community tourism-based tourist villages, such as Dolezal and Novelli (2022) entitled “Power in community-based tourism: empowerment and partnership in Bali”. This research contributes to a new understanding of empowerment in CBT, particularly the extent to which partnerships and collaboration create space for citizen empowerment and greater inclusion for the sustainable development of CBT [15].

Previous research shows that tourism development requires collaboration between various parties and stakeholders. However, in this collaboration, each stakeholder's role needs to be clearly described so that they support each other and are not monopolized by one party. In contrast to previous research, this research will elaborate on the roles and relationships of each stakeholder in developing a tourist village. This research focuses on the level of analysis at the village government level.

### **3 COLLABORATIVE GOVERNANCE**

Collaborative governance is a new strategic governance model developed to integrate various stakeholders in the same forum as other political institutions to be involved in consensus-oriented decision-making [16]. Conceptually, collaboration is often assumed to be a relationship between several organizations identified as having the same goals and working together to achieve these goals and collaboration has become an essential instrument in political policy [17].

Collaborative governance fosters a participatory environment among regional actors, government and the private sector. There are four models of collaborative governance, according to Ansell and Gash (2008), namely [16]:

#### 1. Starting Conditions

At the initial condition stage in relations between stakeholders, each actor has a different background, which can produce a form of asymmetrical relationship in the relationship being carried out.

#### 2. Facilitative Leadership

Ansell and Gash identified three components of effective collaborative leadership: a) Adequate management of the collaboration process; b) Management of the ability to implement technical credibility; c) Ensure that the collaboration is empowered to make credible and convincing decisions for all actors.

#### 3. Institutional Design

Ansell and Gash describe that Institutional Design refers to basic protocols and rules for critical collaboration, the most emphasized being procedural legitimacy in the collaboration process. In the collaboration process, what must be emphasized is that the government must be open and inclusive.

#### 4. Collaborative Process

The collaboration process model develops collaboration as a progression of stages. Ansell and Gash define three collaboration process stages: problem setting, direction setting, and implementation. The stages of forming a collaborative are as follows: a) Face-to-face Face Dialogue; b) Shared Understanding; c) Trust Building; d) Commitment to process; e) Intermediate Outcome.

## 4 METHODS

This research method is qualitative. The type used in this research is qualitative descriptive research. The informants in this research were representatives of each stakeholder in Apar village, including the village Head, Secretary of Village and Nagari Apparatus for Community Empowerment; BUMDes Administrator; Pokdarwis; Niniak Mamak (a respected person in a Minang family); Political figures and public figures; Traveler; Chairman of the Community Empowerment Institute and members; Business actors related to tourist villages.

Observation, interviews and documentation were carried out in data collection. The analysis technique uses the Miles and Huberman (1994) guide: data reduction, data display, and conclusion drawing [18]. Testing data credibility is by triangulation, namely re-checking data from various sources at various stages and times [19].

## 5 FINDING AND DISCUSSION

This section explains the collaborative governance for the development of the Apar Tourism Village using the Ansell & Gash model, namely:

### 5.1 Starting Conditions

Before being developed into a tourist village, Apar Village had the largest Mangrove Forest in Pariaman City, namely around 10.62 Ha, with the condition being idle land. For the people of Apar Village, this mangrove forest is just a swamp and a rubbish dump [20]. Before the mangrove forest in Apar Village was made into a tourist spot like it is now, people considered it only as wild plants whose function and benefits were unclear, so they were never maintained. Many mangrove plants have died from drought, and people take some for firewood, so the mangrove forest needs to be more sustainable [21].

The initiative to manage the Mangrove Forest into a tourist destination emerged from Apar Village youth, who had interacted a lot with academic community service activities, for example, from Andalas University and Muhammadiyah University, West Sumatra. Apart from the Mangrove Forest, Apar Village is often in the spotlight of academics and environmentalists for turtle breeding.

The Apar Tourism Village was founded in 2020. The construction of the Apar Tourism Village started with recruiting young human resources to form Pokdarwis (tourism awareness groups) and then continued with the construction of facilities and infrastructure. The Pokdarwis institution is determined in a decree from the District Tourism and Culture Office. To continue the development of the Apar Tourism Village, the Village Head, as a representative of the Village Government, initiated a collaboration between Pokdarwis and BUMDes Apar Mandiri and also involved the Disaster Preparedness Cadets/Taruna Siaga Bencana (Tagana), Karang Taruna (Youth Organization), Dubalang and Barakai (village security and cleanliness guard), and arts groups in Apar Village. After the initiation to establish a tourist village, deliberations are then held at the village level to discuss the steps and strategies that will be taken in establishing a tourist village.

### 5.2 Facilitative Leadership

In this context, developing the Apar Tourism Village is related to the management or managerial capabilities of policymakers, leaders, local and village governments in facilitating cooperation between actors to develop tourist villages. In the Apar Tourism Village, the government in developing the Tourism Village is the relevant Regional Apparatus Organization/Organisasi Perangkat Daerah (OPD), which has the authority to manage tourism and empower the community. In developing the Apar Tourism Village, the local government involved and playing an important role is the Apar Village Government, the Pariaman City Tourism and Culture Service and the Pariaman City Community Empowerment Service. Meanwhile, the Ministry of Tourism and Creative Economy determined the establishment of the Tourism Village and named Apar

Tourism Village the Best Tourism Village in the Digital category in 2021. In addition, the West Sumatra Province Tourism and Culture Office assisted the Sanak Team (a team formed by the West Sumatra Province Tourism and Culture Office). The Provincial Government also provided positive and productive support through the Vice Governor of West Sumatra.

The Village Government is a facilitator and budgets village funds to establish a tourist village. The village government also socialized, establishing the Apar tourist village for the community. The influence of the existence of the Apar Tourism Village in the last two years has grown significantly since 2021 [20]. Previously, this was because the Apar Tourism Village had great potential for future development apart from improving the economy of the community in the Apar Tourism Village. Currently, the village is rehabilitating mangrove tracking in Apar Village so that this route can be enjoyed by visitors who come and also for education. The Mangrove Forest was previously a swamp where rubbish was dumped in the Apar Village area. However, a tourism awareness group then took the initiative to restore this place so that it has economic value as a tourist attraction. The Village Government supports the development of Tourism Villages by including the construction of several supporting facilities such as public toilets, prayer rooms, trash cans and road improvements in the Village Development Work Plan/Rencana Kerja Pembangunan (RKP) [20].

The role of the village secretariat is to mobilize the village government to help develop Apar Village and includes mobilizing staff and village officials [22]. The Secretary also makes regulations that determine the results of deliberations in developing the Apar Tourism Village, one of which is making Village Regulations. The Secretary is responsible for determining village regulations due to deliberations with the Village Head, Village Consultative Body, Community Leaders and other institutions [22].

The role of the Pariaman City Tourism and Culture Office in developing the Apar Tourism Village is quite significant in the form of guidance because, in general, many people do not know about tourism, such as the attractions, amenities and accessibility in the area. The assistance provided by the Department of Tourism and Culture is to assist in developing attractions, amenities and accessibility in Apar Village. When Pokdarwis have obstacles or problems, the Tourism and Culture Department helps develop them and provides solutions. The Department of Tourism and Culture also helps promote the Apar Tourism Village so that many people already know that there is superior tourism there. Apart from that, the City of Pariaman Tourism and Culture Office only motivates investors and the community through presentations at tourism events and in socialization and coaching activities for Pokdarwis.

Apar Tourism Village is managed by Pokdarwis and BUMDes Apar Mandiri. Pokdarwis plays a very influential role in developing Apar Village by empowering and being creative, attracting and proposing programs in the form of proposals for developing facilities in Apar Tourism Village. Pokdarwis' efforts in developing the Apar Tourism Village are intensive in promoting and improving existing facilities at the Apar Tourism Village, such as toilet facilities, directions, and other facilities. Pokdarwis plan to add several Instagrammable photo spots, a camping ground and a children's play area for family visitors. The first goal of Pokdarwis and BUMDes is to carry out the programs that have been created, firstly to improve the community's economy based on

tourism and the creative economy, secondly to focus more on developing destinations in the Apar Tourism Village, especially on products in the Apar Tourism Village [23].

BUMDes Apar also has a role in managing the Tourism Village. According to the administrator of BUMdes Apar Mandiri, improving the community's economy in the tourism sector is the main program for developing the Apar tourist village. The BUMdes administrator also stated that it would only be possible with collaboration with the Pokdarwis because the Pokdarwis were very helpful in developing the Apar Tourism Village. BUMdes believes that the development of the Apar Tourism Village has not been optimal because the facilities still need to be improved. There are several obstacles in the form of funds and human resources in developing the Apar Tourism Village. However, BUMdes continues to make efforts and collaborate with Pokdarwis and other institutions to develop the Apar Tourism Village in the future [24].

### 5.3 Institutional Design

Two institutional designs serve as references in developing the Apar Tourism Village, namely:

#### 1. National Policy on Tourism Villages

Governments across ministries/agencies and regions continue to collaborate and synergize to develop the potential of tourist villages. The tourism village policy has been initiated for a long time in tourism development plans in Indonesia. Three main things are the main focus of developing tourism and the creative economy in Indonesia: developing existing destinations, developing new destinations, and special interest tourism such as Meetings, Incentives, Conventions and Exhibitions (MICE), marine and natural tourism, and sports tourism, as well as shopping and culinary tourism. The development of tourism destinations will focus on developing 15 Destination Management Organizations (DMOs), tourist villages, community recreation centres, tourist markets, creative zones, tourist attractions, and collaborations and partnerships.

In Village Law No. 6 of 2014, Tourism Villages are a form of innovation and empowerment of village communities. Tourism Village Development is part of the 2020-2024 National Medium Term Development Plan [1]. Presidential Decree 18 of 2020 concerning the 2020-2024 National Medium Term Development Plan states that there are 10 Priority Tourism Destinations, 8 Development Tourism Destinations, and 1 Revitalization Destination. Apart from developing tourism destinations, the development of 244 tourist villages has also been determined to be carried out through collaboration across ministries [25]. Tourism villages are also part of the sustainable village development strategy regulated by the Minister of Tourism and Creative Economy/Head of the Tourism and Creative Economy Agency of the Republic of Indonesia Number 9 of 2021 concerning Guidelines for Sustainable Tourism Destinations. So, in the Strategic Plan for Transformation, the Ministry of Tourism and Creative Economy has also set the development of tourist villages as a target for achieving tourism development in Indonesia.

Funding for developing tourist villages in Indonesia is regulated in Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration



No. 13 of 2020 and further refined in Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration No. 8 of 2022 concerning Priority Use of Village Funds in 2023. Article six (6) states that the use of Village Funds for national economic recovery follows Village authority, one of which is to be used for developing tourist villages [26]. Village Funds can be used to develop tourist villages, which include [27]: a. Procurement, development, utilization and maintenance of tourist village facilities and infrastructure; b. Promotion of tourist villages is prioritized through cultural and digital-based events; c. Tourist village management training; d. tourism village management; d. Collaboration with third parties for investment in tourist villages; e. Other tourism village development activities follow the Village's authority as decided in the Village Deliberation.

## 2. Regional Government Policy in Developing Tourism Villages

There are no specific regulations governing tourist villages in West Sumatra; likewise, there are no district/city regulations and village regulations that specifically regulate tourist villages in Pariaman City. However, the development of tourist villages in Pariaman City and Apar village itself refers to the institutional framework, national policies, and the Medium Term Development Plan of West Sumatra Province. One of the Apar Village regulations which is directly related to the development of the Apar Tourism Village is Village Regulation No. 05 of 2019 concerning the Apar Mandiri Village-Owned Enterprise/Badan Usaha Milik Desa (BUMDes), which was established in 2018 where the BUMDes Apar Mandiri made a breakthrough in developing the Village economy by managing Mangroves Forest Area tourism with tracking paths and the uniqueness of STIB Apar.

Thus, the governance and institutional development of the Apar Tourism Village refers to the Tourism Village Guidelines issued by the Indonesian Government, which results from collaborative thinking from various ministries.

## 5.4 Collaborative Process

Based on the Ansell & Gash collaborative governance model, collaborative governance for the development of the Apar Tourism Village, a symmetrical and collaborative relationship is established between all Penta Helix stakeholders because there is the following process:

### 1. Face-to-Face Dialogue

Face-to-face dialogue is the initial process in initiating the formation of the Apar Tourism Village, both formally and informally. Informally, dialogue in the form of deliberations at the village level is facilitated by the Village Government by inviting the millennial generation in the form of Pokdarwis and Karang Taruna, BUMDes administrators, community leaders, Village Consultative Body and other parties to discuss the plans and process for establishing the Apar Tourism Village. Informally, the discourse on establishing the Apar Tourism Village has started with dialogues by the youth themselves, then with academics who carry out community service with Apar Village.

## 2. Shared Understanding

Through face-to-face dialogue, a process called shared understanding occurs. Coaching activities by academics are a process of shared understanding to build public awareness of Apar Village's tourism potential and awareness to preserve the Mangrove Forest environment and empower them. The assistance provided by the Sanak Team from the Provincial Tourism and Culture Office is also a process of shared understanding regarding the importance of attractions, amenities, accessibility and hospitality in building a Tourism Village and also building community awareness to maintain what has been built so that the Tourism Village is sustainable.

The Shared Understanding carried out by the various parties mentioned above gave birth to local champions or creative and innovative individuals so that the Apar Tourism Village was built. These local champions are united in an organization called Pokdarwis. They collaborate with various parties to build the Apar Tourism Village.

## 3. Trust Building

Trust Building is the most important factor among collaborating stakeholders. Following the agreement resulting from deliberations, it was agreed that the management of the Tourism Village would be managed collaboratively by Pokdarwis and BUMDes Apar Mandiri. There was a lot of negotiation and pessimism in this process because there were many examples from various tourist villages in other areas. Pokdarwis with BUMDes and the Village Government had conflicts, so they did not support each other in developing tourist villages. However, this only happens in Apar Village. Pokdarwis and BUMDes Apar Mandiri collaborate under the guidance of the Village Government and the Pariaman City Tourism and Culture Office. Another factor that influences building a mutual trust relationship is Minangkabau culture and customs, where the *niniak mamak* act as mediators between these parties. The sense of kinship still closely intertwined in Minangkabau traditional principles also influences the level of trust.

## 4. Commitment to Process

Commitment to the process is creating a joint commitment to collaborate. This commitment was realized in the collaboration of Pokdarwis, BUMDes, Karang Taruna, Tagana, and the Community to establish and propose the Apar Tourism Village, facilitated by the Village Government and funding from the village budget. Even though initially the funds that could be disbursed were only 25 million Rupiah, with a joint commitment, Apar Tourism Village was able to achieve the expected targets and even subsequently gained the trust of Bank Republik Indonesia (BRI) for its Corporate Social Responsibility (CSR) program. This commitment is tied to Village Regulation No. 5 of 2019.

Building this commitment is also not easy because the community in Apar Village is heterogeneous. Commitment to maintaining cleanliness and improving the quality of tourism services, which is currently still in process at the Apar Tourism Village.

## 5. Intermediate Outcome

All stakeholders collaborating in developing the Apar Tourism Village have passed all the above processes. The results are that the Apar Tourism Village has become a tourist favourite and received the ADWI in 2021. However, these temporary results have faced challenges regarding the sustainability of the Apar Tourism Village and require managers to continue looking for other private parties to invest in the development of the Apar Tourism Village.

## 6 CONCLUSION

Apar Tourism Village was developed with a collaborative governance model showing that each stakeholder takes their respective roles to contribute collaboratively and in symmetrical cooperation to develop Apar Tourism Village.

A collaborative process can be established through face-to-face dialogue between stakeholders, resulting in Shared Understanding. The shared understanding gained by the group of millennial youth in Apar Village gave birth to local champions (creative youth) who are members of Pokdarwis. Pokdarwis and BUMDes Apar Mandiri built a trust-building to manage the Tourism Village collaboratively, which the Village Government facilitated and funded. The stakeholders build commitment, proceed to make Apar Village into a Tourism Village, and receive the 2021 ADWI award as an Intermediate Outcome. Meanwhile, in the long term, the management of the Apar Tourism Village continues to look for opportunities to collaborate with other tourism corporations and the business sector to invest and develop the Apar Tourism Village, especially for accommodation, restaurants and other supporting facilities. Thus, the successful collaboration between Pokdarwis, BUMDes and the Apar Village Government in developing the Apar Tourism Village can be an example for other villages in developing tourist villages or community empowerment programs.

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