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## Tourism Village Development Strategies in East Bolaang Mongondow Regency

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**Abstract.** This research aims to formulate a strategy for developing tourism villages in East Bolaang Mongondow Regency as an effort to improve the local economy, preserve culture and maintain environmental sustainability. Eastern Bolaang Mongondow Regency has rich natural and cultural potential, but has not been optimally managed to be developed as a sustainable village tourism destination. Using a qualitative method, this research focuses on the development strategy of tourism villages through indicators of funding sources, improving the quality of human resources, maintaining facilities and infrastructure, and improving infrastructure. The results showed that the development of Atoga River View tourism village in East Atoga Village, East Bolaang Mongondow Regency, requires strengthening strategies in four main aspects: financial resources, human resources, facilities and infrastructure, and infrastructure improvement. 1) The availability of adequate funding is key to the sustainability of tourism village development. Funding comes from the Village Fund, central, provincial and local government assistance, and other external parties. Transparent financial management ensures that funds are used for the benefit of the community, facility maintenance, and further development. 2) Local community participation in tourism village management is essential. Training and skills upgrading help the community contribute actively, so that the economic benefits are directly felt by them. 3) Adequate facilities enhance tourist comfort, while infrastructure supports the smooth operation and attractiveness of the destination. 4) Good infrastructure, such as roads and transportation, facilitate tourist access, increase comfort, and encourage local economic growth. The synergy between these four aspects is key to the successful development of Atoga River View tourism village to improve competitiveness and sustainability.

**Keywords.** Development Strategy, Tourism Village, Local Economy, Village Management

### A. Introduction

East Bolaang Mongondow Regency is one of 11 regencies in North Sulawesi Province that is developing continuously towards continuous change and improvement, both in terms of infrastructure in various sectors to human resources. Uniquely, East Bolaang Mongondow Regency also has the potential of comparative advantage natural resources to support tourism potential, namely Abiotic, Biotic, and Cultural wealth.

Tourism is currently the leading sector because for the government the tourism sector can provide a large amount of Regional Original Revenue (PAD) (Rohmah & Abidin, 2020) [1].

Desa Wisata in the context of rural tourism is a tourism asset based on rural potential with all its uniqueness and attractiveness that can be empowered and developed as a tourism product to attract tourist visits to the village location (Sudibya, 2018) [2].

The tourism sector is a sector that involves many actors in policy, because it brings many benefits, both for the community and the government because the tourism sector creates economic impacts on the welfare of the community (Siswanto, 2015) [3]. Tourists who are traveling, will definitely incur costs both to meet their accommodations while traveling, such as costs for lodging, transportation costs, buying souvenirs, and other needs (Setyanto, 2018) [4].

The phenomenon, GDP (Product Domestic Regional Gross) data for the tourism sector in East Bolaang Mongondow Regency represents the potential of GDP (Product Domestic Regional Gross) Tourism which shows current tourism-related issues, namely awareness of the depletion of natural resource reserves on which the extractive industry depends, so the government is deemed necessary to immediately develop other renewable sectors to stimulate economic growth (Furkan & Agusdin, 2016) [5]. Furthermore, data on the percentage growth of GRDP (Gross Domestic Regional Product) in the tourism sector can be seen in Table 1, below:

**Table 1.** Percentage Growth of Tourism GRDP of East Bolaang Mongondow Regency 2019-2023

Description	Year				
	2019	2020	2021	2022	2023
Tourism GRDP Growth Percentage	0,397	0,340	1.20	1.37	1.81

*Source: Tourism Office, 2024*

Table 1 above shows data from the Tourism Office in 2019 of 0.397% and continues to increase until 2023 of 1.81%. The slowdown occurred in 2019 to 2020, due to the Covid-19 pandemic. Based on data from the Tourism Office in 2019, the number of tourist visits was 320,836 visits, consisting of archipelago and domestic visits. The most visited tourist attractions are Goba Molunow, Tanjung Silar, Cafe Strawberry, Gunung Ambang, Mooat Lake, Villa Mooat, Tanjung Woka, Pulau Nenas, and Matabulu Waterfall. Furthermore, Table 2 shows the number of tourist visits in East Bolaang Mongondow Regency.

**Table 2.** Number of Tourism Visits in East Bolaang Mongondow Regency 2014-2023

Year of Visit	Number of Tourists		Total Tourists
	International	Domestic	
2014	319	34.139	34.458
2015	411	45.833	46.244
2016	767	93.430	94.197
2017	965	167.339	168.304
2018	1.641	254.953	256.594
2019	1.652	319.184	320.836
2020	-	1.915	1.915

2021	-	33.510	33.510
2022	-	47.126	47.126
2023	214	68.744	68.958

*Source: Tourism Office, 2024*

Based on the data in Table 2, there was a decrease of 251,878 from 2019 visits to visits in 2023, this occurred due to restrictions on activities due to the Covid-19 pandemic, so that tourist objects in East Bolaang Mongondow Regency were closed to prevent the spread.

East Bolaang Mongondow Regency has various natural resources, local wisdom, and cultural diversity as the foundation for prosperity and sustainable development, which is strengthened by the legal basis, namely the Decree of the Regent of East Bolaang Mongondow concerning the Determination of Tourism Village Areas Number 138 of 2024 for the determination of 12 (twelve) Tourism Villages from 81 villages, which is a manifestation of Law Number 10 of 2009 concerning Tourism and Government Regulation of the Republic of Indonesia Number 50 of 2011 concerning the National Tourism Development Master Plan 2010-2025.

Based on Regent Regulation Number 22 of 2018 concerning the Determination of Tourism Object Areas in East Bolaang Mongondow Regency, the number of potential tourism objects in this area is 61 locations. However, along with the continued survey and identification of potential tourist objects, the survey results until 2023 the number of potential tourist objects in this area has increased to 85 locations whose classification consists of: 65 natural tourism locations, 15 artificial tourism locations and 5 cultural tourism locations, with the number of tourist visits both foreign and domestic in 2023 is 68,958 tourists. Of the 85 (eighty-five) potential tourist attraction locations in this area, not all have been developed as Tourism Villages.

Tourism objects that have been developed and managed both by the local government and by the private sector only total 12 locations. This is due to the limited budget available, especially to the local government. The locations of tourist attractions that have been developed and are being developed by the local government are 5 locations and the private sector 7 locations with the following details: Tourism objects managed by the private sector, namely: Outbon Tobongon Tourism Object, D'Mooat Tourism Object, Villa Mooat Tourism Object, Goba Molunow Tourism Object, River View Tourism Object, Chimoki Beach Tourism Object, and Cinta Beach Tourism Object. Furthermore, Tourism Objects developed by the Regional Government are: Lake Mooat Tourism Object, Tanjung Silar Tourism Object, Abadi Beach Tourism Object, Woka Beach Tourism Object, and Diving Center Tourism Object.

The problems found in the field based on the initial survey conducted by researchers are: First, infrastructure problems There is often a gap between the infrastructure available in tourist villages and the needs of tourism development. Some of the problems that arise include: Inadequate road access to support tourist mobility; Limited lodging and accommodation facilities; Lack of supporting facilities such as restaurants, souvenir centers, and entertainment venues; Inadequate availability of clean water, electricity networks, and sanitation.

Second, the problem of Community Participation The development of a tourism village is highly dependent on the active participation of the local community. However, there is often a gap in terms of community awareness and understanding of the tourism potential in their village; Community skills and abilities in managing tourism businesses such as homestays, culinary, and souvenirs; Community involvement in the planning and decision-making process

related to the development of tourist villages; Distribution of economic benefits from tourism activities that have not been evenly distributed among the community.

Third, problem gaps can also occur in terms of: Marketing and promotion of tourist villages that have not been optimized; Lack of assistance and guidance from the government or related parties; Environmental management and cultural preservation that has not been maximized; Lack of cooperation and coordination between stakeholders (government, private, community).

Fourth, the main problem that occurs between the potential of natural resources and human resources is that the community does not optimize the potential of existing resources to be used as tourism potential in this area, this can be seen in the data from the East Bolaang Mongondow Regency Tourism Office (2024) which illustrates the lack of maximum utilization of natural potential.

Fifth, there is the added problem that the community is not yet fully dependent on tourism activities for its income because the community's understanding of the potential of the village is still lacking, so the submission of proposals for government policy support to promote tourism potential has not been maximized. For example, support for the provision of local community facilities and infrastructure, which usually encourages community participation and ensures access to physical resources, is not proposed by the village, even though this is one of the requirements for the development of a Tourism Village. Furthermore, for the potential of the creative economy that must be developed continuously, which is the mandate of Presidential Regulation Number 96 of 2019 concerning the Ministry of Tourism and Creative Economy (State Gazette of the Republic of Indonesia 2019 Number 269) for the development of Tourist Villages, the potential has not been understood by the community, therefore if the region plans to develop a Tourist Village, this requires a strong political policy (Nugroho, 2004) [6].

Expectations of the Bolaang Mongondow Regency Government With the development of tourism villages as part of efforts to improve community welfare and encourage regional economic growth, the government of East Bolaang Mongondow Regency has high hopes for the development of tourism villages in its region. Eastern Bolaang Mongondow Regency has rich natural and cultural potential, but it has not been optimally utilized. The local government believes that the development of tourism villages can be an effective strategy to increase community income, create new jobs, and encourage the preservation of the environment and local culture. Through the development of tourism villages, the government hopes to attract domestic and foreign tourists to visit and enjoy the natural beauty, cultural uniqueness, and lifestyle of rural communities in East Bolaang Mongondow Regency.

One of the villages prioritized by the government to be developed into a tourist village. This tourist village in East Bolaang Mongondow Regency has beautiful natural scenery, such as mangrove forests that are still preserved. In addition, it also has strong cultural potential, such as traditional dances, handicrafts, and local culinary specialties. The local government is committed to providing full support, both in the form of funding, training, and mentoring to communities in villages that have the potential to be developed into tourist villages. This is so that the community can increase their capacity and skills in managing tourism villages in a professional and sustainable manner.

In addition, the government also hopes that the development of tourism villages in East Bolaang Mongondow Regency can encourage local community participation in the planning, implementation, and evaluation of tourism development programs. By actively involving the community, the government hopes to create a sense of belonging and shared responsibility in preserving the nature and culture of the village. Through these efforts, the government of East

Bolaang Mongondow Regency is optimistic that the development of tourism villages will have a significant positive impact on improving community welfare and regional economic growth in the long term.

Research gap in this study several previous studies related to the tourism sector, among others, conducted by Rohmah and Abidin (2020), who found how the adaptation of a country's economic policy can affect tourism [1]. Furthermore, it is important to re-evaluate each stage of the policy even though it does not mean directly replacing it with a new policy. This is because the review of economic development planning does not mean changing the total plan, but adding parts according to current conditions with more flexibility (Pambudi et al., 2020) [7]. However, these findings are in line with research from Mamonto et al. (2021) on tourism village development policies that the established tourism policies have not been fully adapted, because there are findings that the development of tourism villages has not been well implemented due to the lack of community participation in maintaining facilities and infrastructure and the low quality of human resources [8]. Furthermore, research conducted by Irawati et al. (2019) is more likely to use a top-down approach. As a result, the effectiveness of the implementation of participatory tourism development policies for the community is very limited [9]. As well as being influenced by the performance of policy implementers that have not been optimal, the limited quantity and quality of human resources available, egosectoral which is still very strong, so that coordination and communication do not run effectively. Exacerbated by the lack of impact of tourism on the social, economic and political environment that wraps around the circulation of people's lives, which then has an impact on trends that give the impression of blocking effective policy implementation.

This is also reinforced by research conducted by Hutagalung and Hermawan (2019) that the implementation of tourism development has so far faced the main problems, namely: not yet good infrastructure (facilities and infrastructure), especially road access and transportation networks, to tourist destinations so that it affects the performance of the tourism sector; cross-agency and cross-actor coordination that is not optimal [10]. This is ironic because of the importance of building infrastructure as one of the requirements for tourism development. Therefore, planning and budgeting based on evaluation results and appropriate techniques are needed to ensure success in the development of Tourism Villages (Sugiarto and Mahagangga, 2020) [11]. Coupled with the importance of tourism promotion, community participation, natural resource potential and government policy.

The reasons this research is important to do (apart from being based on the phenomenon gap and research gap) are: First, tourism development is mandated by Law No. 10/2009 Article 11 on tourism, which states that the government and tourism-related institutions organize tourism research and development to support tourism development. Second, the importance of planning and budgeting as well as evaluating infrastructure, marketing, and government policies that are intervened in an accelerated manner for the development of Tourism Villages. Third, tourist villages in East Bolaang Mongondow Regency have the potential for natural tourism, artificial tourism, cultural tourism, and cultural tourism. Fourth, community participation has not been maximized because it was found in the field that the establishment of tourist villages was not well socialized to the community. Fifth, because the vision of East Bolaang Mongondow Regency is "The Realization of a Safe, Cultured, and Prosperous East Bolaang Mongondow Regency through Rural Development Synergy". Also supported by the second mission, namely "Improving Culture and Tourism with Local Wisdom", it is important to research development strategies to become a future reference when

the government will make policies to realize the Vision and Mission of the Regent and Deputy Regent of East Bolaang Mongondow Regency.

### **B. Method**

This research discusses and analyzes the Tourism Village Strategy in East Bolaang Mongondow Regency in developing tourism potential with qualitative descriptive methods and approaches that are in accordance with the focus of the problems studied in this study. Qualitative research is conducted by collecting sentences from individuals, books, and other sources. Therefore, in descriptive qualitative research, this research uses the interview method to collect data so that researchers are able to dig deeper information about the interpretations of the individuals under study (Creswell, 1994) [12].

The research focus in this study is the development strategy of tourist villages through indicators of funding sources, improving the quality of human resources, maintaining facilities and infrastructure, and improving infrastructure. The data collection technique used was triangulation technique: observation, interview and documentation study. Key informants were determined by purposive sampling technique. The data analysis technique uses the interactive model of Miles and Huberman (2014) in Mokat et al. (2023), namely: data condensation, data display, and data conclusion [13].

### **C. Result and discussion**

This research aims to formulate a strategy for developing tourism villages in East Bolaang Mongondow Regency as an effort to improve the local economy, preserve culture and maintain environmental sustainability. East Bolaang Mongondow Regency has rich natural and cultural potential, but has not been optimally managed to be developed as a sustainable village tourism destination.

The following are the results of the research and discussion described based on the research indicators used.

#### ***Funding Source***

Sources of funds in the development of tourist villages refer to various forms of financing or funding used to support the construction, repair and maintenance of tourist villages. These funds aim to develop the potential of the village to make it more attractive to tourists, improve local economy and preserve the culture and environment.

**Table 3.** Research Findings on Funding Source Indicator

<b>Indicator</b>	<b>Findings</b>
Funding Source	<p>There are still people who do not know that there is an injection of funds from the central and regional governments, but when the development process is running and involves the community, the government reiterates related matters and fellow communities tell the story.</p> <p>No periodic evaluation of tourism village financial reporting</p> <p><i>Sangadi</i> (village head) and treasurers have realized that the importance of the financial reporting process and accountability of financial reports</p> <p>The process of transparency has been carried out by the village government through village meetings which are held every 1 (one) year.</p>

*Source: data processed by researchers (2024)*

Village finances according to Village Law Number 6 of 2014 are all village rights and obligations that can be valued in money and everything in the form of money and goods related to the implementation of village rights and obligations. These rights and obligations give rise to revenues, expenditures, and financing that need to be regulated in good village financial management. The village financial management cycle includes implementation planning, administration, reporting and accountability (Dilapanga et al., 2023) [14].

Village financial management activities can be carried out properly, of course, must be supported by competent and qualified human resources and adequate financial systems and procedures. Therefore, the village government must have a financial management organizational structure, job descriptions, flowcharts and criteria that are a reference in village financial management activities.

Village finances are managed based on the principles of transparency, accountability, participation and are carried out in an orderly and disciplined manner. The implementation of activities whose financing comes from the Village Fund Allocation in the APBDesa is fully implemented by the village implementation team with reference to the regent/mayor regulations (Siregar, 2020) [15].

With the allocation of village funds focused on community development, it is expected to be able to encourage the handling of several problems faced by village communities without having to wait for the arrival of programs from the district government.

Another form of assistance from the central government, in this case the Ministry of Villages and the North Sulawesi provincial government through the North Sulawesi provincial tourism office, as well as assistance from local governments is the facilitation of access to information and technology. Where local governments assist villages in accessing information about the best tourist villages, the latest tourism trends and technology that can be used for the development of tourist villages. In addition, the local government also helps villages build websites and social media for the promotion of tourist villages.

Based on the above understanding if it is associated with the results of interviews that have been obtained by researchers that the source of funds in the development of tourist villages can come from the Village Fund Allocation as well as assistance from the Central and Provincial governments with the support of local governments. However, from the above results there are several positive and negative findings, such as weaknesses in financial management and the lack of innovation in the development of tourist villages. The positive side is that community participation in developing the Atoga River View tourism village is very enthusiastic, but there are still many people who do not fully understand the purpose, mechanism and benefits of the tourism village fund program.

### ***Human Resources Improvement***

Human resource management (HRM) in tourism village development is the process of organizing, developing and utilizing the potential of local communities to play an active and productive role in tourism activities. Good human resource management is essential to ensure that tourism villages can function effectively and provide maximum benefits to the local community.

**Table 4.** Research Findings on Indicators of Human Resources Improvement

Indicator	Findings
Human Resources Improvement	To develop human resources through training and technical guidance in collaboration with the government and the private sector.
	Community knowledge about the concept of tourism villages is limited
	Lack of community skills in welcoming and serving tourists
	There is no professional management of tourism assets and attractions.
	Some people are not fully aware of the importance of protecting the tourist environment
	Community participation in tourism development is uneven
	Lack of insight on how to create a tourism experience

*Source: data processed by researchers (2024)*

Dessler (2011: 5) in Kairupan and Mandagi (2019) defines human resource management as the policies and practices of determining the human aspect or human resources in management positions, including recruiting, screening, training, rewarding and assessing [16]; while according to Mangkunegara (2006) argues that human resource planning or workforce planning is defined as the process of determining workforce needs and means of meeting these needs so that their implementation is integrated with organizational plans [17].

From some of the above opinions, it can be concluded that human resource management is a science and art in which there are managerial and operational functions aimed at making human resources as effective and efficient as possible to achieve the set goals,

The existence of human resources plays an important role in tourism development. Tourism human resources include tourists/tourists (tourists) or as workers (employment). The role of human resources as workers can be in the form of human resources in government agencies, human resources acting as entrepreneurs (entrepreneurs) who play a role in determining the satisfaction and quality of workers, experts and professionals who play a role in observing, controlling and improving the quality of tourism and no less important is the community around the tourist area which is not included in the above categories, but also determines the comfort, satisfaction of tourists visiting the area.

Tourism as an industry is highly dependent on human existence. The realization of tourism is the interaction of humans who travel who act as consumers, namely parties who travel / tourists and humans as producers, namely parties who offer tourism products and services. So that one of the human aspects acts as a driving force for the continuity of the tourism industry in an area.

Human resources are one of the factors that play an important role in advancing the tourism sector. The importance of human resources in the tourism sector is that people are a very important resource in most organizations. Especially in service-based organizations, HR acts as a key factor in realizing performance success (Evans et al., 2003) [18].

Based on some of the above definitions and when associated with the results of interviews from researchers, it can be concluded that the important role of the existence of human resources in the development of tourist villages is as a driving force for the continuity of tourism, the main actors who create core tourism products and one of the determining factors of tourism competitiveness. In addition, the existence of community participation can also be said to be a strength so as not to let the development process carried out or the entry of investors from outside actually get rid of the economic role of local communities.

In this regard, it is necessary to have regulations from the village government that provide favoritism and protection to local communities. Included in this context are local wisdom, local traditions, and local potentials that can actually be used as social capital for development.

***Maintenance of Facilities and Infrastructure***

The availability of facilities and infrastructure in a tourist attraction is important for visitors in supporting the activities of tourist visits carried out. The tourist village object must provide good facilities and infrastructure to support the activities of visitors who come to the tourist village object. The facilities and infrastructure in question are accommodation, transportation, and facilities.

Maintenance activities for tourism facilities and infrastructure are carried out to ensure that existing facilities and infrastructure are in good condition and ready for tourists to use.

**Table 5.** Research Findings on Indicators of Maintenance of Facilities and Infrastructure

<b>Indicator</b>	<b>Findings</b>
Maintenance of Facilities and Infrastructure	Limited number of public toilets and poorly maintained condition
	There are no worship facilities that can be used by tourists
	Lodging is limited, both in terms of quantity and quality
	Inadequate parking area especially when tourists are crowded
	Availability of internet or wifi network that does not exist

*Source: data processed by researchers (2024)*

Facilities are all facilities that are directly used to support tourism activities in tourist villages. Facilities include elements that can be used by tourists during visits to meet their needs and provide comfort. Meanwhile, infrastructure is the basic infrastructure that functions to support the operations and accessibility of tourists to the tourist village. Infrastructure is usually indirect but is an important support in tourism development.

The relationship between facilities and infrastructure in tourism village development are two complementary elements. Facilities help to enhance the tourist attraction while infrastructure ensures that the attraction is well accessible. Both must be planned in an integrated manner so that the tourism village can develop optimally and sustainably. With good management of facilities and infrastructure, a tourist village can become a competitive tourist destination, increasing tourist visits and supporting the economic growth of the local community.

Based on the description above when associated with the results of interviews conducted by researchers, it can be concluded that the main factor in the successful development of tourist villages in an area is the supporting factors of facilities and infrastructure. Judging from the existing sources of funds, Atoga River View gets a very large injection of funds from the Ministry of Villages and the North Sulawesi Provincial Tourism Office coupled with the existence of a Village Fund Allocation whose allocation can be for tourist villages. However, why the Atoga River View Tourism Village is not as expected because of the condition of the facilities and infrastructure where around the Atoga River View area there is no supporting local lodging coupled with East Atoga is a Blank Spot area or cannot get a cellular network.

***Infrastructure Improvement***

Tourism villages have tremendous potential to drive local economic growth while preserving their cultural and natural wealth. However, a major challenge often faced is limited infrastructure. Problems such as damaged roads, limited transportation and inadequate public facilities make tourist villages difficult to access and less than optimal in attracting tourists. This is a serious obstacle because without adequate infrastructure improvements, tourist villages will find it difficult to compete with other major tourist destinations.

**Table 6.** Research Findings on Infrastructure Improvement Indicators

<b>Indicator</b>	<b>Findings</b>
Infrastructure Improvement	Most of the roads leading to the tourism village are damaged (potholes, narrow, and no road fences)
	There is no adequate public transportation to the tourism village parking areas in tourist villages are often inadequate, especially during peak visits

*Source: data processed by researchers (2024)*

According to O'Sullivan et al. (2003) infrastructure is physical and social which can be interpreted as the basic physical needs of organizing the structural system needed for the economic security of the public sector and the private sector as the services and facilities needed for the economy to function properly [19]. The above definition generally refers to the technical and physical infrastructure that supports the provision of infrastructure such as roads, railways, clean water, airports, reservoirs embankments, waste management electricity telecommunications and ports functionally,

In the development of a region, infrastructure has a role as a mediator between economic and social systems in the order of human life and the natural environment. In other words, infrastructure is an important physical asset as a strategy in providing facilities and infrastructure to improve people's welfare.

The role of infrastructure not only affects regional development, but also tourism. For example, roads and lodging places can facilitate access for tourists to tourist attractions and also as a mediator for the economy of the people who live around the tour. Infrastructure plays a very important role in encouraging the quality of the tourists themselves and the surrounding environment.

Tourism infrastructure is the physical elements needed to support tourism activities in a place. This includes transportation, accommodation, supporting facilities such as dining and toilets, as well as communication and multimedia facilities, good tourism infrastructure will provide a positive experience to visitors and at the same time support the development of the local economy.

Good tourism infrastructure will facilitate accessibility to tourist villages and connect them with nearby cities or tourist attractions. Good roads and public transportation will make it easier for tourists to reach their destination safely and comfortably. Once arriving at the tourist village, the presence of accommodation such as quality lodging or homestay will provide a comfortable stay.

In addition, supporting facilities such as eating places, parking lots and clean and well-maintained public toilets are also very important. This will ensure travelers can breathe easy and fulfill their daily needs with ease. Communication and multimedia access, such as good

phone signal, free wi-fi and easily accessible tourist information will help travelers get the information they need.

Based on the description above when associated with the results of the author's interviews related to infrastructure, it can be concluded that the importance of good tourist village infrastructure will ensure comfort, safety and accessibility for tourists visiting tourist villages. This can also support local economic development through increased tourist visits and tourism investment. Unfortunately, accessibility to Atoga River View Tourism Village is not good for first-time tourists. However, there are efforts from the village government in coordination with the district government to improve the road to the tourist village of Atoga River View. Where an increase in road construction has been realized from the direction of Kotamobagu-Motongkad which passes through the Atoga River View tourist village.

#### **D. Conclusion**

Based on the results and discussion of the research, it can be concluded that the development strategy of the Atoga River View tourist village in East Atoga Village in East Bolaang Mongondow Regency is through the availability of financial resources, human resources, facilities and infrastructure, and infrastructure improvements:

##### 1) Funding Resources

The development of tourism villages requires sufficient financial support to ensure the sustainability of development and promotion. Sources of funds used in the development of tourism villages come from various parties, both internal and external. Sources of funds for tourism village development can come from the Village Fund, Central Government assistance, Provincial Government and the Local Government itself. In addition, transparent financial management ensures that tourism village revenues are used for the benefit of the community, maintenance of facilities and further development.

##### 2) Human Resources

Community involvement in the entire process of tourism village management from planning, implementation, to evaluation is key to success. Training and upskilling the community is essential to ensure they contribute actively and derive direct economic benefits.

##### 3) Facility and Infrastructure

Facilities and infrastructure are key elements in the development of tourism villages because they support the comfort and experience of tourists while strengthening the attractiveness of the destination. Adequate facilities will create tourist satisfaction, while good infrastructure supports the smooth operation of the tourist village.

##### 4) Infrastructure Improvements

Adequate infrastructure, such as roads, public transportation and other facilities are a top priority. Good infrastructure improves accessibility, comfort and traveler experience while supporting local economic growth.

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