

Human Resource Capacity Building Based on Local Potential in the Curug Gunung Sindur Tourism Village, Bogor, Indonesia

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ABSTRACT

Purpose: This community service activity aims to enhance human resource capacity in managing and developing local potential in Curug Tourism Village, Gunung Sindur Subdistrict, Bogor Regency, Indonesia.

Method: The activities were carried out in a participatory manner through outreach, training, mentoring, and evaluation, targeting tourism village managers (Pokdarwis), MSME operators, community members involved in tourism activities, and rural youth. The curriculum covered tourism village management, tour guiding and tourism services, local product development, entrepreneurship, packaging and branding, and digital marketing.

Results and Discussion: This program enhances participants' understanding and skills in identifying, managing, packaging, and promoting local potential as tourist attractions and sources of income for the community. The evaluation indicates that capacity building is still needed, particularly in destination management, service delivery and tour guiding, local product development, entrepreneurship, and digital marketing.

Implications: Ongoing support is needed to strengthen community self-reliance, enhance the economic value of local potential, and support the development of a competitive and sustainable Curug Tourism Village.

Keywords: tourism village; human resource capacity; local potential; community empowerment; sustainable tourism.

1. Introduction

Tourism plays a crucial role in driving community economic development through job creation, income generation, community empowerment, and the optimization of local potential (Junaid *et al.*, 2022). As it has evolved, tourism development is no longer solely focused on increasing the number of tourist visits but also on the capacity of local communities to manage their resources sustainably (Fasa *et al.*, 2022). This approach is particularly relevant to rural development because villages possess a diverse array of natural, cultural, social, economic, culinary, and artisanal resources, as well as community activities that can be developed into tourist attractions. Community involvement in tourism

development also creates more equitable economic benefits while strengthening local communities' self-reliance (Amelia, 2023).

One form of community-based tourism development is the tourism village. A tourism village is a rural area with specific characteristics and potential that can be developed as a tourist attraction while preserving the social, cultural, environmental, and community life of the local population (Ratwianingsih *et al.*, 2021). This potential may include natural beauty, traditions and culture, arts, crafts, cuisine, agricultural activities, or the daily lives of the community that offer experiential value to tourists. In this context, the community is not merely positioned as beneficiaries but as key actors in identifying, managing, packaging, and marketing local potential. Therefore, the success of tourism village development is greatly influenced by the community's ability to transform its potential into valuable and competitive tourism products, services, or experiences (Devi & Rahaju, 2025).

Community participation is a key element in this process because residents are the ones who best understand the conditions of their area, the characteristics of its resources, its traditions, and the potential within their living environment (Anarta & Darwis, 2024). Harnessing local potential also requires creativity and innovation so that the village's resources can generate economic value-added. Various experiences in developing tourism villages demonstrate that optimizing the potential of nature, culture, cuisine, crafts, and community resources can provide economic benefits while supporting sustainable village development (Santoso *et al.*, 2025). However, the existence of local potential alone does not guarantee the success of tourism village development if it is not supported by human resources with adequate knowledge and skills.

Limited human resource capacity is one of the challenges in tourism village development (Asvika *et al.*, 2025). Destination management requires community members who not only understand tourism potential but also possess skills in tourism services, attraction management, product development, communication, entrepreneurship, marketing, and digital technology (Sinaga *et al.*, 2025). Limitations in these areas can prevent local potential—which holds economic value and tourism appeal—from being fully realized. This issue becomes even more critical when community members who previously worked in other sectors begin to engage in tourism activities, as this transition requires adaptation, new knowledge, and new skills. Septeri *et al.*, (2024), for example, demonstrate that limited knowledge among managers and economic actors regarding the management and presentation of tourist attractions creates a need for training and capacity building for human resources. Thus, the development of facilities and tourist attractions must be balanced with the strengthening of community competencies as the primary actors in tourism activities.

Curug Tourism Village, located in Gunung Sindur Subdistrict, Bogor Regency, has significant potential for development through the use of local resources. Natural resources, community life, local economic activities, MSME products, and various village resources can be developed into tourism products and experiences. However, during community outreach and engagement, several capacity-building needs have emerged, including the ability to manage tourism activities, provide services to tourists, develop local products, market these offerings, and use digital technology. These conditions highlight the need to strengthen the community's capabilities so that available potential does not remain merely as local resources but can be creatively and productively transformed into tourism attractions and sources of economic activity for the community.

Human resource capacity building is therefore a relevant intervention in supporting the development of Curug Tourism Village. Capacity building is directed not only toward technical skills in destination management but also toward guiding and service skills, communication, creativity,

entrepreneurship, local product development, packaging and branding, and the use of digital media for promotion. The community needs the ability to identify available potential, develop it into tourism products or packages, provide quality service, and market both products and destinations more widely (Kusumawardani *et al.*, 2023). Enhancing these competencies is crucial for improving service quality while creating a better tourism experience for visitors (Wardani & Sunarto, 2026). Based on this, the community service activities were carried out through outreach, training, mentoring, and evaluation, tailored to the roles and needs of the participating community groups.

These community service activities aim to enhance human resource capacity in managing and developing local potential in Curug Tourism Village, Gunung Sindur Subdistrict, Bogor Regency. Specifically, the activities are designed to strengthen the understanding and skills of tourism village managers (Pokdarwis), MSME operators, community members involved in tourism activities, and village youth in destination management, tourism services and guiding, local product development, entrepreneurship, packaging and branding, and digital marketing. For the community and partners, these activities are expected to enhance their ability to leverage local potential, thereby generating economic value and strengthening community participation in the development of the tourism village. For the university, this initiative serves as a form of community service focused on the needs and empowerment of local communities. From a practical development perspective, implementing these activities is expected to provide experience with approaches to human resource capacity building to support the independent and sustainable development of tourism villages based on local potential.

The remaining sections of this article are organized as follows. Section 2 presents a literature review. Section 3 describes the methods. Section 4 presents the results and discussion. Section 5 contains the conclusions and recommendations.

2. Literature Review

2.1 Community Service and Community Empowerment

The development of tourism villages based on local potential is closely linked to a community empowerment approach, in which the community is positioned as the primary actor in managing and developing its own resources. In the context of community service, empowerment is not only about imparting knowledge but also about enhancing the community's capacity to identify potential, determine needs, develop skills, and utilize local resources independently and sustainably. This approach is crucial in the development of tourism villages because the success of tourism activities is determined not only by the availability of attractions but also by the community's involvement and ability to manage them.

Community participation is one of the key elements in community-based tourism development. Anarta and Darwis (2024) emphasize the importance of community participation in the development of tourism villages because local communities are directly connected to the resources, social life, culture, and economic activities in their region. Community involvement allows tourism development to be tailored to local characteristics and needs, ensuring that the benefits of these activities are felt more widely. In the context of Curug Tourism Village, an empowerment approach is relevant because developing tourism potential requires the involvement of tourism village management (Pokdarwis), MSME operators, the community, and youth as the actors who carry out various tourism activities.

Empowerment in tourism village development is also linked to the community's ability to innovate based on available potential. Kusumawardani *et al.*, (2023) demonstrate that strengthening the community's capacity for innovation is a crucial component in creating a sustainable tourism village. The community's ability to identify and develop local resources enables the creation of tourism products, services, and activities that offer added value. Thus, community service activities focused on capacity building can be understood as a process of strengthening the community's capabilities so that they do not merely become beneficiaries of tourism but also serve as managers and developers of local potential.

2.2 Tourism Villages Based on Local Resources

A tourism village is a form of tourism development that integrates rural characteristics and community life into the tourism experience. Ratwianingsih *et al.*, (2021) explain that the development of tourism villages can be achieved by optimizing the area's potential, including natural resources and community activities. This potential can be developed into attractions with characteristics distinct from other destinations if managed with consideration for the social, cultural, economic, and environmental conditions of the local community.

A local-potential-based approach positions the community's resources as the primary capital for destination development. This potential is not limited to natural attractions but also includes cuisine, handicrafts, economic activities, culture, and the community's daily life. Santoso *et al.*, (2025) demonstrate that strengthening the community's economy can be achieved by utilizing local potential, so that village resources not only hold social value but also generate economic value. In the development of tourism villages, the relationship between tourism activities and community economic activities is crucial, as the presence of tourists can open market opportunities for local products and expand the economic benefits of tourism.

However, local potential does not automatically translate into a competitive tourism product. Communities need the ability to identify, package, develop, and market these potentials. Devi and Rahaju (2025) position community empowerment as a vital component of tourism village development because communities must be involved in managing resources and tourism activities. Thus, the development of tourism villages based on local potential requires a strong connection between available resources and the capacity of the community as the primary actors in their management.

2.3 Human Resource Capacity Building in Tourism Villages

Human resource capacity is a key factor in determining a community's ability to manage a tourism village professionally and sustainably. This capacity encompasses the community's knowledge, skills, attitudes, and ability to perform roles in destination management, tourism services, product development, tour guiding, entrepreneurship, marketing, and the use of digital technology. Limitations in these areas can hinder the full realization of local potential, even if a village possesses a diverse range of tourism resources.

Asvika *et al.*, (2025) demonstrate that the readiness and strengthening of human resources are among the key aspects in the development of tourism villages. A similar point is made by Sinaga *et al.*, (2025), who identify human resource readiness as a challenge in the tourism village development process. These conditions indicate that destination development cannot focus solely on tourist

attractions and facilities; it must also include developing competencies among the community members who will manage and provide services to tourists.

The need for capacity building becomes even more critical when community members in the tourism village previously had occupations not directly related to tourism. Septeri *et al.*, (2024), in a study of the Pulutan Tourism Village, highlighted the need to develop community capabilities to transform local potential into tourism activities. The transition from conventional economic activities to tourism requires a learning process to help the community understand tourist profiles, provide services, develop attractions, and present local potential more appealingly.

Capacity building must also be tailored to the specific roles of each community group. Tourism village managers require skills in destination management and institutional development; MSME operators need expertise in product development, packaging quality, branding, pricing, and marketing; while community members and youth can be strengthened in the areas of tour guiding, communication, tourism activity development, and digital promotion. Wardani and Sunarto (2026) indicate that enhancing human resource capacity in tourism management and networking is a crucial component of tourism village development. Thus, targeted capacity building tailored to each group's roles is more likely to support the sustainable management of tourism villages.

Digitalization is also becoming an increasingly important competency in tourism village development. The use of digital media enables communities to introduce local destinations and products to a wider market. The ability to create content, organize destination information, showcase products, and build branding through social media can strengthen the position of tourism villages while helping MSME operators reach potential consumers and tourists. Therefore, human resource capacity building is not only related to destination management and direct services but must also include the ability to adapt to technological developments and tourism marketing trends.

2.4 Previous Research and Community Service Projects and the Status of Current Activities

Several previous studies have shown that the development of tourism villages is strongly linked to community participation, human resource capacity building, and the optimization of local potential. Septeri *et al.*, (2024), through their study of the Pulutan Tourism Village, highlighted the development of tourism villages based on local potential and the need for community capacity to manage those resources. This focus demonstrates that the existence of village potential must be supported by community readiness to be developed into valuable tourism activities. Asvika *et al.*, (2025) specifically discussed the strengthening of tourism human resources in the development of the Belumbang Tourism Village. The study identified human resource capacity as a critical element in the destination development process. Meanwhile, Sinaga *et al.*, (2025) examined human resource readiness in tourism village development and demonstrated that limitations in community competencies can pose a significant obstacle to destination management. Both studies reinforce the view that the development of tourism villages requires interventions that focus not only on physical potential but also on the competencies of the community as stakeholders in tourism. Kusumawardani *et al.*, (2023) offer a different perspective by emphasizing the strengthening of the community's capacity for innovation to realize sustainable tourism villages. The study indicates that community capacity is not only related to the ability to carry out tourism activities but also to the ability to innovate, enabling local potential to continue to be developed in line with changing needs. Furthermore, Wardani and Sunarto (2026) position human resource capacity building in network management and development as part of a

tourism village development strategy. Their findings suggest that competency enhancement must be conducted continuously and not stop at the mastery of technical skills.

Compared with previous studies and programs, the community service activities in Curug Tourism Village focus on enhancing human resource capacity by integrating various stakeholder groups and competencies into a single series of activities. Tourism village managers (Pokdarwis) are strengthened in destination management, service delivery, guiding, and the development of tourism packages; MSME stakeholders are guided toward product development, packaging, branding, entrepreneurship, and marketing; while the community and youth are strengthened in guiding, developing tourism activities, content creation, and the use of digital media. The integration of destination management, local economic product development, tourism services, and digital promotion forms the core of the activities aimed at supporting the utilization of Curug Tourism Village's local potential. Thus, prior studies have established that the success of tourism village development requires synergy among local potential, community participation, and human resource capacity. Community service activities in Curug Tourism Village put these interconnections into practice through outreach, training, and mentoring tailored to each community group's roles. This approach is expected to develop local human resources who not only understand the village's potential but also possess the ability to manage, develop, provide services, create economic value, and promote that potential more independently and sustainably.

3. Method

3.1 Location and time.

The community service activities were carried out at Curug Tourism Village in Gunung Sindur Subdistrict, Bogor Regency. The location was chosen to strengthen the capacity of local human resources to support the management and development of the tourism village's potential. The series of activities included outreach, training, mentoring, and evaluation, all conducted in a participatory manner in accordance with the community's needs and the characteristics of the local potential of Curug Tourism Village, Indonesia.

3.2 Activity Targets and Partners

The target audience for this activity consists of local human resources who are directly involved in—or have the potential to contribute to—the development of the Curug Tourism Village. Participants include tourism village managers or the Tourism Awareness Group (Pokdarwis), Micro, Small, and Medium Enterprises (MSMEs), community members running businesses based on local potential, and village youth. These groups were selected because they are directly involved in destination management, tourism services, the development of local products, community economic activities, and the promotion of the tourism village. Tourism village managers and Pokdarwis manage attractions and provide visitor services, while MSME operators supply local products that can be integrated into the tourism experience. The community and village youth have the potential to participate in guiding activities, the development of tourism activities, the creative economy, and digital media-based promotion. The involvement of these various groups is intended to ensure that capacity building is not only focused on destination managers but also extends to economic actors and community members within the Curug Tourism Village ecosystem.

3.3 Stages of the Activity

The program is implemented in four phases: outreach, training, mentoring, and evaluation. These phases are designed to be continuous so that participants not only gain knowledge about tourism village development but also have the opportunity to practice and discuss its application in accordance with the conditions they face. The first stage is outreach, which aims to build an initial understanding of the importance of human resource capacity building in optimizing the local potential of Curug Tourism Village. The material covered in this stage includes the concept of tourism village development based on local potential; the identification of potential that can be developed as tourist attractions; tourism village management; tourist services; and community involvement in destination development. Participants were guided to recognize that natural, cultural, culinary, and craft potentials, as well as economic activities and community initiatives, can be developed into tourism products and experiences that offer added value.

The second stage is training, which aims to strengthen participants' competencies in their respective roles. Tourism village managers and the Pokdarwis (Village Tourism Working Group) receive training in managing tourist attractions, providing tourist services, designing tour packages, implementing the "Sapta Pesona" (Seven Charms) principles, tour guiding, and promoting destinations. MSME operators receive training on developing products based on local potential, improving packaging quality, branding, pricing, entrepreneurship, and digital marketing. Meanwhile, village residents and youth received skills training in tour guiding, communicating with tourists, developing tourism activities based on local potential, creating promotional content, and utilizing social media and digital platforms.

The third phase is mentoring, designed to help participants apply what they learned during the training. Mentoring is conducted through discussions, examples and case studies, simulations, and simple practical exercises tailored to each group's needs. Participants had the opportunity to practice serving tourists, guiding techniques, conveying information about local attractions, developing product concepts and branding, and creating promotional materials via social media. The mentoring sessions also served as a space for participants to share the challenges they faced, allowing for feedback tailored to the community's actual conditions.

The fourth phase is evaluation, conducted to assess participants' level of understanding following the orientation, training, and mentoring sessions. The evaluation is carried out in a participatory manner through discussions, Q&A sessions, sharing experiences, identifying participants' skills, and simple practical exercises related to the material covered. The aspects evaluated include understanding of tourism village management, service and guiding, local product development, packaging and branding, entrepreneurship, and the use of digital media for promotion. The evaluation is also used to identify needs for further capacity building as a basis for designing the next mentoring program.

3.4 Intervention Methods.

The intervention method employed a participatory approach that combined lectures, seminars, interactive discussions, simulations, hands-on exercises, and mentoring. This approach was used to ensure that the capacity-building process was not merely theoretical but provided participants with the opportunity to connect the material to the conditions and challenges they face in developing the Curug Tourism Village.



Lectures are used to provide a conceptual understanding of tourism village development, local potential, tourist services, product development, entrepreneurship, and digital marketing. Interactive discussions are used to explore participants' experiences, challenges, and needs. Simulations and hands-on exercises are used primarily for topics such as tour guiding, tourist services, product development, branding, and digital promotion, so that participants can directly apply the skills they have acquired. Furthermore, mentoring was used to provide feedback and help participants adapt the material to their respective roles and needs.

Through this approach, tourism village managers and the Pokdarwis were guided to improve their capabilities in destination management and service delivery; MSME operators were guided to improve the quality and added value of local products; while the village community and youth were guided to develop skills in tour guiding, tourism activities, the creative economy, and digital promotion. The overall intervention method is designed to strengthen the community's capacity so that they can serve as key actors in managing and developing the potential of Curug Tourism Village independently and sustainably.

4. Results and Discussion

4.1 Analysis Results

4.1.1 An initial overview of the partner's situation.

Curug Tourism Village in Gunung Sindur Subdistrict, Bogor Regency, has local potential that can be developed into a tourist attraction and a source of economic activity for the community. This potential includes natural resources, community life, MSME products, cuisine, handicrafts, and various community activities that can be packaged as part of the tourist experience. However, this local potential has not yet been fully supported by adequate human resources to manage, develop, and promote it optimally.

Based on interactions and discussions with participants during the initial phase of the activity, capacity-building needs primarily concern the management of tourism villages, tourist services, tour guiding, the development of local products, marketing, and the use of digital technology. These conditions indicate a gap between the available resource potential and the community's ability to transform that potential into tourism products or services with added value. Limited management capabilities can hinder the creation of high-quality tourism experiences and the expansion of tourism's economic benefits for the community.

These initial conditions align with the findings of Asvika *et al.*, (2025) and Sinaga *et al.*, (2025), who indicate that the readiness and capacity of human resources are both key aspects and challenges in the development of tourism villages. A village with tourism resources may not necessarily develop optimally if the community—as the primary actors—lacks the competencies in destination management, service delivery, product development, and marketing. Therefore, interventions to enhance human resource capacity are essential to bridge the gap between local potential and the community's ability to manage it as a tourism resource.

4.1.2 Implementation of an Awareness Campaign on Human Resource Capacity Building

The first phase of the program consisted of outreach activities aimed at building participants' understanding of the link between human resource capacity and the success of tourism village

development. Participants included tourism village managers or Pokdarwis members, MSME operators, community members involved in tourism activities, and village youth. The outreach materials covered tourism village development based on local potential; the identification of resources that can be developed into tourist attractions; tourism activity management; tourist services; local product development; and community involvement in destination management.

At this stage, participants were guided to view local potential not merely as resources available in the village, but as assets that need to be managed and packaged to possess both tourism and economic value. Natural attractions, cuisine, handicrafts, community-produced goods, and daily activities can be developed into tourism products or experiences with proper management. This perspective is important because community-based tourism village development positions the community not only as beneficiaries but also as key actors who determine the direction of destination management.

The outreach session was conducted interactively through presentations and discussions. Documentation of the initial phase of the activity is shown in Figure 1. The discussion forum provided participants with an opportunity to share their experiences, challenges, and needs encountered in the development of the Curug Tourism Village. Through this process, it was identified that capacity-building needs vary across different groups. Tourism village managers require capacity building in destination management and service delivery; MSME operators need skills in product development and marketing; while community members and youth have opportunities for development in tour guiding, tourism activities, and digital promotion.

Figure 1. The reception and orientation session for participants in the community service activity at Curug Tourism Village



These findings highlight the importance of a capacity-building approach that accounts for the roles of each community group. Anarta and Darwis (2024) emphasize that community participation is a key element in community-based tourism development because the community is the group that understands the conditions, resources, and characteristics of its region. Thus, engaging participants through discussion serves not only as a method for delivering content but also as a means to identify capacity-building needs based on the community's actual circumstances.

4.1.3 Training and Mentoring

The next phase is carried out through training and mentoring tailored to the specific roles of each participant group. For tourism village managers and Pokdarwis members, capacity building focuses on destination management, tourist services, developing tour packages, implementing the “Sapta Pesona” principles, tour guiding, and destination promotion. These competencies are essential to equip managers not only to maintain existing tourist attractions but also to create better services and experiences for tourists.

The materials on guiding and service enhance participants’ abilities in effective communication, conveying information about local potential, storytelling, service ethics, hospitality, and dealing with diverse tourist personalities. Participants also had the opportunity to engage in simple simulations to practice welcoming tourists, explaining local attractions, and conveying information to visitors. These activities gave participants the chance to apply the knowledge they gained to situations they might encounter during tourism.

Capacity building for MSME operators focuses on developing products based on local potential. The curriculum covers product quality, packaging, branding, pricing, entrepreneurship, and marketing. MSME operators are encouraged to view food, beverages, handicrafts, and other local products not merely as trade commodities, but as integral parts of the identity and tourism experience of Curug Tourism Village. Developing local products with a clearer identity can create opportunities for stronger linkages between tourism activities and the community’s economic activities.

The mentoring also includes strengthening digital capabilities. Participants are guided to utilize social media to promote tourism potential and local products. The curriculum covers creating simple content, compiling information about destinations, taking photos or videos, and delivering promotional messages through digital media. Strengthening these skills is crucial because digital media can help the community expand their promotional reach while simultaneously building the identity of the Curug Tourism Village beyond the local community.

The training was conducted not only through lectures but also through discussions, simulations, hands-on practice, and mentoring. Participants had the opportunity to try their hand at being tour guides, compiling information about tourist attractions, conducting service simulations, developing product branding concepts, and creating promotional ideas via social media. This approach provided a more practical learning experience because the material was directly linked to the community’s roles and activities.

This practical and mentoring-based approach is relevant to the capacity-building needs of tourism village communities. Septeri *et al.*, (2024) indicate that communities involved in tourism village development require enhanced capabilities to transform local potential into tourism activities. Meanwhile, Kusumawardani *et al.*, (2023) emphasize the importance of community innovation capacity in supporting the realization of sustainable tourism villages. In the context of Curug Tourism Village, capacity building is not only directed toward acquiring knowledge but also toward the ability to translate local potential into services, products, activities, and promotional materials for use in tourism.

4.1.4 Activity Results

The results of the activity demonstrated an enhanced understanding among participants regarding the relationship between local potential, human resource capacity, and the development of tourism villages.

Through discussions, hands-on exercises, simulations, and participatory evaluations, participants recognized that the development of the Curug Tourism Village depends not only on the presence of physical attractions but also on the community's ability to manage the destination, provide services, develop products, and conduct promotional activities.

For the group of tourism village managers and the Pokdarwis (Village Tourism Development Group), the activity reinforced the managers' roles in identifying potential, managing tourist attractions, providing services to visitors, applying the Sapta Pesona principles, and developing tourism activities in a more targeted manner. The tour-guiding simulation also provided participants with the opportunity to practice conveying information about local potential and interacting with tourists.

For the MSME operator group, the activities reinforced the understanding that product quality must be supported by appropriate packaging, identity, branding, pricing, and marketing strategies. Participants were guided to view local products as part of the tourism experience so that culinary products, handicrafts, and community-based products can serve as supporting elements of the destination while also generating economic value.

Meanwhile, regarding digitalization, participants gained an understanding of how to use social media to promote destinations and local products. They were introduced to creating promotional content, conveying destination information, and using photos and videos as communication tools for potential tourists. These skills open opportunities for the community and youth to play a greater role in promoting Curug Tourism Village.

The results of the activity also indicate that human resource capacity building must be tailored to the specific roles of each group. The Tourism Development Group (Pokdarwis) and tourism village managers serve as the driving force behind destination management; MSME operators play a role in developing economic products based on local potential; while the community and youth have the potential to take on roles as tour guides, creative economy practitioners, tourism activity developers, or digital promotion managers. This division of roles demonstrates that the human resource capacity of a tourism village is multidimensional and cannot be developed through a single type of competency alone.

Nevertheless, the results of the activity cannot yet be quantified as a measurable improvement in competencies because the evaluation used in this activity was participatory—involving discussions, Q&A sessions, observations, and simple practical exercises. Therefore, the outcomes of the activity are best understood as an initial strengthening of participants' understanding and skills, as well as the identification of needs for future capacity-building efforts.

4.2 Discussion

The results of the study show that the development of Curug Tourism Village requires integrating local potential with the community's ability to manage it. The presence of natural resources, MSME products, community life, and various local activities does not automatically generate tourist appeal if it is not supported by the ability to package and present them to tourists. This finding reinforces the view that the community is a key element in the development of tourism villages, as a destination's sustainability is heavily influenced by the community's ability to manage available resources.

The capacity-building initiatives implemented in this project demonstrate that the human resource needs of tourism villages span multiple competencies. Destination management requires institutional and service-delivery capabilities, while developing economic benefits requires

entrepreneurial skills and product development. At the same time, changes in tourism communication patterns demand digital skills to enable destinations and local products to reach wider markets. Thus, enhancing the capacity of tourism village human resources is insufficient if conducted through only one form of training; rather, it must integrate aspects of management, service, products, entrepreneurship, and marketing.

These findings align with those of Wardani and Sunarto (2026), who identify human resource capacity building as a critical component in the management and development of tourism village networks. These results also support the findings of Sinaga *et al.*, (2025), who noted that human resource readiness is a challenge in tourism village development. In the context of Curug Tourism Village, this need is evident in the various competencies that still require development, ranging from service delivery and guiding to product development and digital marketing.

A participatory approach through discussions, simulations, practical exercises, and mentoring serves as a key factor in supporting program implementation. Participants not only receive information but also have the opportunity to connect the material to the roles they play and the challenges they face. The involvement of tourism village managers, MSME operators, the community, and youth also enables capacity building to be carried out simultaneously across several elements of the tourism village ecosystem. This is important because destination development requires collaboration among managers, product providers, service providers, and those responsible for promotion.

Limited initial knowledge and skills in management, customer service, product development, marketing, and digitalization pose challenges requiring further mentoring. A single series of outreach and training activities cannot fully ensure that all materials are consistently applied in daily tourism operations. Therefore, the success of capacity building is determined not only by the implementation of training activities but also by the sustained application of knowledge and skills after the activities conclude. Overall, the results of the activities indicate that strengthening human resource capacity based on local potential can be a key strategy for supporting the development of Curug Tourism Village. The core value of this approach lies in linking local resources to the community's ability to manage, package, provide services, create economically valuable products, and conduct promotions. With sustained capacity building, the community has a greater opportunity to take on a key role in the development of the tourism village, rather than merely being recipients of the impacts of tourism activities.

Evaluation of Human Resource Capacity-Building Activities

The evaluation phase is the final stage of implementing human resource capacity-building activities based on local potential in the Curug Gunung Sindur Tourism Village in Bogor. The evaluation was conducted to determine the extent to which participants understood the material presented and to assess their ability to apply the knowledge and skills acquired during the outreach, training, and mentoring processes. The evaluation included the tourism village management team (Pokdarwis), MSME operators, community members engaged in tourism activities, and village youth as the program's primary targets. Through this evaluation, it is possible to determine changes in participants' understanding regarding the importance of managing local potential and enhancing human resource capacity to support the development of the tourism village.

The evaluation was conducted in a participatory manner through discussions, question-and-answer sessions, experience sharing, and simple practical exercises related to the training material. Participants were allowed to express their understanding of local potential that can be developed as

tourist attractions or community economic products. In addition, participants were also guided to identify the challenges they have faced in managing these resources. The interactive evaluation process provided a space for community members to share their opinions and experiences directly, thereby helping identify the capacity-building needs that still require attention. A participatory approach is essential because the development of tourism villages positions the community as the primary actors in managing and developing local potential.

The evaluation of tourism village management is designed to assess managers' and the Tourism Village Development Group (Pokdarwis)'s understanding of their duties and roles in developing the destination. Participants are evaluated on their ability to identify tourism potential, manage tourist attractions, provide services to visitors, and create a comfortable tourism environment. The evaluation also assesses the extent to which participants understand the importance of sustainable management and community involvement in all tourism activities. This is crucial because the development of village tourism requires management that is not only focused on tourist visits but also considers the economic, social, cultural, and environmental benefits for the local community.

Regarding tourism guidance and service, evaluations are conducted through practical exercises and simple simulations. Participants are allowed to practice welcoming tourists, providing information about local attractions, explaining tourist sites, and answering visitors' questions. These activities reveal the participants' ability to communicate and convey tourism information engagingly. The evaluation also assesses their attitude, friendliness, service skills, and mastery of information regarding local attractions. These skills are crucial because the quality of service and the competence of tourism practitioners are key factors in creating a positive tourist experience.

The evaluation of MSME practitioners and local products focuses on the participants' understanding of product development, packaging, branding, and marketing. Participants were guided to evaluate the products they have been producing—from product quality, packaging design, and product identity to how to introduce them to consumers and tourists. This evaluation aimed to assess MSME operators' ability to view local products as an integral part of tourism activities. Culinary products, handicrafts, and other community-based products are expected not only to serve as economic commodities but also to become part of the tourism experience and the identity of Curug Tourism Village. Developing local products is one way to increase the village's potential value while expanding economic benefits for the community.

Next, an evaluation was conducted on the participants' digital skills and tourism promotion capabilities, which had been covered in the training sessions. Participants were asked to demonstrate their understanding of how to use social media to promote Curug Tourism Village and the community's local products. The evaluation focused on the ability to create basic information about the destination, showcase local products, develop promotional content, and use digital media to communicate with potential tourists. Digital skills are a key area for development, as social media promotion can expand marketing reach and strengthen the tourism village's branding. The use of digital media also enables broader destination promotion by involving the community as creators and disseminators of tourism information.

Based on the evaluation results, outreach activities, training, and mentoring are the first steps toward building the capacity of local human resources in the Curug Gunung Sindur Bogor Tourism Village. The evaluation highlights the importance of ongoing capacity building, particularly in destination management, guiding services, tourism services, local product development, entrepreneurship, and digital marketing. The evaluation results can then serve as a basis for designing

follow-up mentoring activities that are better tailored to the needs of each community group. Through periodic evaluations, it is hoped that human resource capacity building will not stop at training activities but will be applied in real-world contexts, enabling the community to optimize local potential, improve the quality of tourism services and products, and strengthen the community's role in realizing a self-reliant and sustainable Curug Tourism Village.

5. Concluding Remarks and Recommendation

Community service activities through outreach, training, and mentoring have provided an initial boost to human resource capacity to support the development of Curug Tourism Village in Gunung Sindur Subdistrict, Bogor Regency, based on local potential. These activities have strengthened participants' understanding of the importance of destination management, tourism services and guiding, local product development, entrepreneurship, packaging and branding, and the use of digital media for promotion. A participatory approach—combining material delivery, discussions, simulations, hands-on practice, and mentoring tailored to the needs of tourism village managers (Pokdarwis), MSME operators, the community, and youth—provides participants with the opportunity to connect the material to their specific challenges and respective roles in tourism village development. The program also reinforces the understanding that local potential must be managed and developed into tourism products, services, and experiences that can generate economic value and expand community involvement. Nevertheless, human resource capacity building still requires a continuous process, particularly in the areas of destination management, tour guiding and service delivery, product development, entrepreneurship, digital marketing, and institutional strengthening. Therefore, continued mentoring, more intensive practical training, and periodic evaluations are needed to ensure that the knowledge and skills acquired are consistently applied, enabling the Curug Tourism Village to develop independently, competitively, and sustainably.

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