

## **Governance of Village Administration in the Development of the Tourism Sector in Biting Village, Badegan District, Ponorogo Regency**

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### **Abstract**

This research aims to understand and describe village government management in the development of the tourism sector in Biting Village, Badegan District, Ponorogo Regency. The concept of Good Village Governance is used as the theoretical foundation, emphasizing transparency, accountability, and community participation as the main principles. This study employs a qualitative approach with data collection techniques through semi-structured interviews and documentation. Data analysis is conducted using the data analysis model from Miles, Huberman, and Saldana (2014), including data condensation, data display, and conclusion drawing. The results show that transparency is realized through the dissemination of information on policies, programs, and activities through various communication platforms. Accountability is evident in the monthly reporting of tourism funds and periodic evaluations. Community participation is enhanced through Village Deliberation forums and training involving various community components. The conclusion emphasizes the importance of transparency, accountability, and community participation in managing the tourism sector to achieve good and sustainable governance.

**Keywords:** Good Village Governance, Village Management, Transparency, Accountability, Community Participation, Tourism Development, Biting Village

### **Abstrak**

Penelitian ini bertujuan untuk memahami dan mendeskripsikan manajemen pemerintahan desa dalam pengembangan sektor pariwisata di Desa Biting Kecamatan Badegan Kabupaten Ponorogo. Konsep Good Village Governance digunakan sebagai landasan teori, dengan menekankan transparansi, akuntabilitas, dan partisipasi masyarakat sebagai prinsip utama. Penelitian ini menggunakan pendekatan kualitatif dengan teknik pengumpulan data melalui wawancara semi terstruktur dan dokumentasi. Analisis data dilakukan dengan menggunakan model analisis data dari Miles, Huberman, dan Saldana (2014), meliputi kondensasi data, penyajian data, dan penarikan kesimpulan. Hasilnya menunjukkan bahwa transparansi diwujudkan melalui penyebaran informasi kebijakan, program, dan kegiatan melalui berbagai platform komunikasi. Akuntabilitas terlihat dalam pelaporan bulanan dana pariwisata dan

evaluasi berkala. Partisipasi masyarakat ditingkatkan melalui forum Musyawarah Desa dan pelatihan yang melibatkan berbagai komponen masyarakat. Kesimpulannya menekankan pentingnya transparansi, akuntabilitas, dan partisipasi masyarakat dalam pengelolaan sektor pariwisata untuk mencapai tata kelola yang baik dan berkelanjutan.

Kata Kunci: Tata Kelola Desa yang Baik, Pengelolaan Desa, Transparansi, Akuntabilitas, Partisipasi Masyarakat, Pengembangan Pariwisata, Desa Biting

## **INTRODUCTION**

The tourism sector has the potential to drive economic growth and is considered innovative and on par with other development sectors. In Indonesia, tourism is a primary focus for development, given the vast geographical potential with significant attractions, abundant natural beauty, diverse cultural heritage, and unique community life. The management of tourism not only involves environmental preservation and the uniqueness of tourist attractions but also includes activities that can support regional economies. Law Number 10 of 2009 emphasizes that tourism is an integral part of national development carried out systematically, integratively, planned, sustainable, and responsibly. The goal of tourism development is to enhance equal opportunities for entrepreneurship, utilize natural resources and human resources, and increase economic income to address challenges at both local and national levels (Paramarta et al., 2009).

Tourist villages are rural areas with distinctive features as tourist destinations. Here, residents maintain authentic traditions and culture. Additionally, supporting factors such as local cuisine, agricultural systems, and social systems also contribute unique characteristics to these tourist villages. The authenticity of nature and preserved environment are other important factors in tourist destination areas. Tourist villages offer authenticity in terms of socio-cultural aspects, traditions, daily life, traditional architecture, and village spatial planning, integrated into tourist attractions, accommodations, and other supporting facilities (Zakaria & Suprihardjo, 2014).

Research on tourism management has been extensive, highlighting the importance of synergy among various stakeholders to create superior tourist villages.

Nur Aeni et al. (2021) evaluated the synergy of Village-Owned Enterprises (BUMDES) in managing tourist village management and highlighted issues related to low management knowledge. Jusmiati & Arfin (2017) found that tourism management often occurs spontaneously and is limited by local communities without a structured governance concept. Safitri (2019) emphasized community-based tourism management aimed at enhancing human resource quality and community economic welfare. Ayu Ningrum (2016) identified that principles of good governance have not been fully applied in tourist village management, resulting in suboptimal tourism management.

This study focuses on tourism management in Biting Village, Badegan Sub-district, Ponorogo Regency, which has significant potential but has not been extensively researched scientifically. Therefore, this research is expected to provide a new contribution to understanding the role of village governments in effectively and sustainably managing and developing the tourism sector. The main issue addressed in this research is how the village government can effectively and sustainably manage the tourism potential of Biting Village, considering environmental preservation, cultural uniqueness, and the welfare of the local community. The hypothesis proposed is that active involvement of the village government, with the application of good governance principles, will enhance the effectiveness of tourism management and provide significant economic and social benefits to the community. People's sovereignty as a fundamental principle of power has been applied here. In this context, the implementation of governance, development, and public services relies not solely on the government but requires participation from all elements, including internal bureaucracy, society, and the private sector. This concept emphasizes that effective governance can only be realized if governance is close to the governed, or in other words, through decentralization and regional autonomy. Decentralized governance creates space for local democracy, allowing active participation of the local community in determining their fate and prioritizing public interests through transparent, open, honest, and accountable local governance, as prerequisites for achieving accountable governance and meeting standards of good governance. With the paradigm of good governance as an alternative to governance, the potential of each stakeholder can be

optimized to address various challenges and obstacles faced by regions in implementing regional autonomy, as regulated in Law No. 32 of 2004 on Regional Government. Thus, support is needed to develop creativity and activities aimed at enhancing community welfare, democratization, and regional self-reliance (Bonai & Lambelanova, 2023).

The objective of this review article is to gain a comprehensive understanding of village government governance in the development of the tourism sector in Biting Village, Badegan Sub-district, Ponorogo Regency, and to evaluate existing management practices and propose sustainable improvement recommendations

## **METHODS**

Data collection methods include interviews and documentation. An interview is a technique where the researcher converses directly with informants to gather in-depth information, often using semi-structured interviews (Linarwati et al., 2016). Documentation is the method of collecting information from writings, images, or other human works, used to complement data from interviews and observations (Arischa, 2019). The presence of informants as data sources in research provides an overview of the condition and situation of the research subjects, particularly in studies related to the topic to be addressed in this research activity. Informants serve as sources in the data collection process and will contribute valuable information to this study.

This research employs a qualitative approach to obtain rich and in-depth data, involving planning from general assumptions to detailed methods of data collection, analysis, and interpretation (Creswell, 2018). The main objective is to understand phenomena within their natural social context through deep interaction between the researcher and the research subject (Sugiyono, 2012). A descriptive qualitative approach is used, involving interviews, narratives, stories, personal documents, photos, and personal notes to explore the government's strategies in developing the tourism sector. Data analysis is conducted to organize records from observations, interviews, and other sources to enhance understanding of the studied case. The data analysis model used is the model by Miles et al. (2014), which consists of three

components: Data Condensation: Selecting, simplifying, and organizing data to facilitate the drawing of final conclusions. Data Display: Organizing information in a concise and easily accessible form for further analysis. Conclusions Drawing: Drawing initial conclusions from the collected data, followed by further analysis and clarification of results with well-established theories. Using this method, the research aims to obtain comprehensive and in-depth results related to village government management in developing the tourism sector in Biting Village, Badegan Sub-district, Ponorogo Regency.

## **RESULT AND DISCUSSION**

This research uses the concept of Good Village Governance due to its relevance to the context of the study. Good Village Governance can be interpreted as the implementation of fundamental principles of good governance in village administration. Good governance emphasizes the importance of responsible public sector development by the government (Ika Wardani et al., 2019). This concept highlights the necessity for the government to conduct development in accordance with applicable regulations, prevent corruption, and manage finances diligently to ensure the continuity of governmental activities. Good Governance represents efforts to achieve effective and transparent governance, based on democratic principles and compliance with existing regulations (Indriana & Nasrun, 2019). The key to understanding good governance is grasping the principles it encompasses. The quality of government administration can be assessed by the implementation of these principles (Rosyada, 2016). According to Ika Wardani et al. (2019), the three fundamental pillars in implementing Good Village Governance are Transparency, Accountability, and Participation.

### **A. Transparency**

The village government provides information about tourism policies, programs, and activities through various effective communication methods, including the RAPBD, social media, WhatsApp groups, RT groups, village officials' groups, and partner groups. Information is also disseminated through direct coordination

with the community, especially those around tourist areas, and is always an agenda item in village meetings. Communication via social media and village meetings allows information to spread quickly and widely, ensuring active community involvement.

The management and reporting of tourism funds are conducted transparently and systematically. The budget is integrated into the village's RPJMD, and management is carried out by POKDARWIS as a BUMDES work unit. Monthly reports are prepared by POKDARWIS and reported in stages to BUMDES, the village treasurer, the village government, and the tourism office, which are then used to compile the annual PAD report. Financial reports can be accessed by the public through various media, including banners, the village website, posters, pamphlets, and books available at the village office or BPD. This transparency demonstrates the village government's efforts to maintain accountability in fund management.

Although transparency has been well-implemented according to managers, there are still shortcomings according to residents, especially regarding the adequacy of detailed annual reports. The village government has made efforts to maintain transparency but still needs improvement in providing more detailed and easily accessible reports. The source of funds comes from the village, and management is carried out directly by the village authorities. Funds are used for various tourism sector development needs, including facilities and infrastructure.

The village government also strives to obtain assistance from central and regional governments. In 2021, the central government allocated 600 million rupiahs for tourism infrastructure, such as art halls, toilets, gazebos, and Javanese gamelan musical instruments. The village government also seeks funds from other sources such as CSR and related agencies by submitting proposals and focusing on support for the development of POKDARWIS human resources and management.

## B. Accountability

The development of the tourist village in Desa Biting focuses on empowering the local economy, especially through UMKMs. The village government sees tourism as a means to increase village income and the economy with local events such as the monthly Reog and the "krempyeng" market. These events involve the community in providing and marketing local products, which positively impacts the village's economy and welfare. Transparency in managing and implementing tourism programs supports these goals and enhances community participation and support.

The village government monitors the number of visitors and tourism revenue with monthly reports to the tourism office. Tourism management is temporary, with the primary responsibility on the village head, who manages and reports tourism activities. The government is active in monitoring and reporting to ensure effective oversight, with centralized management requiring transparent reporting to maintain accountability.

The mechanism for reporting the use of tourism funds involves fund management, where most tourism revenue goes into the APBD for the following year, and a portion is reallocated for minor repairs and renovations based on available funds. The government ensures that funds are used according to the budget plan approved through discussions with the Village Consultative Body (BPD) and the community in Village Meetings (MUSDES). Village funds are allocated according to available priorities and conditions, following technical guidelines in budgeting, focusing on boosting the village economy through efficient fund use, ensuring positive economic feedback, and demonstrating transparent and responsible fund management.

## C. Participation

The village government holds village consultations as part of the tourism development planning process, ensuring community participation through RT representatives. The MUSDES forum is a crucial platform for coordinating and implementing activity plans, reflecting the community's needs and views in

tourism development strategies. About 80% of the workforce for development projects comes from the village community, though some expertise from outside is also needed. Community participation and support, including land contributions, are key in project development.

The local community is actively involved in various aspects of tourism development, both as beneficiaries and managers of tourism businesses. This high level of involvement shows an inclusive and participatory approach to tourism development, ensuring direct benefits for the community. The village government organizes strategic training conducted by BUMDES to enhance community involvement, including BUMDES managers, youth, POKDARWIS members, and women's groups. This training focuses on tourism management and the production of supporting products.

The village introduces paragliding by sending residents to intensive training and involving youth in paragliding events. Despite financial constraints, this effort aims to foster interest and skills in paragliding among the youth. Community participation in village tourism development revives communal work and cultural traditions to maintain cultural identity and attract tourists. This creates a synergy between economic development and cultural preservation, ensuring sustainable economic growth and the continuation of traditional values.

## **CONCLUSION**

The development of Desa Biting as a tourist village is guided by principles of transparency, accountability, and active community participation. The village government ensures transparency by disseminating information on tourism policies, programs, and activities through various communication methods, and manages tourism funds with clear reporting mechanisms. Despite some residents' concerns about the adequacy of annual reports, the government strives to improve transparency. Accountability is maintained by integrating the tourism budget into the village's RPJMD and involving POKDARWIS in fund management. Monthly reports are



submitted to relevant authorities, and efforts are made to secure additional funding from central and regional governments. Tourism revenue is incorporated into the APBD, with funds reallocated for infrastructure improvements. Community participation is emphasized through village consultations and the involvement of RT representatives in the MUSDES forum. The village mobilizes local labor for development projects and encourages active involvement in tourism businesses. Strategic training programs conducted by BUMDES enhance community capacity in tourism management and product development. Initiatives like paragliding training aim to develop local skills despite financial constraints. Overall, Desa Biting's approach ensures that tourism development is inclusive, participatory, and beneficial for the local economy while preserving cultural traditions. This holistic strategy supports sustainable economic growth and maintains the village's cultural identity.

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