

Development of Taman Ghanjaran Tourist Village from the Perspective of Dynamic Governance in Ketapanrame Village, Trawas District, Mojokerto Regency

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ABSTRACT

This research aims to describe and analyze the development of the Taman Ghanjaran tourist village in Ketapanrame, managed by BUMDesa "Mutiar Welirang," to enhance the Taman Ghanjaran tourist village. The type of research is qualitative descriptive. This study focuses on the development of tourist villages based on dynamic governance, particularly on dynamic capabilities including 1) thinking ahead; 2) thinking again; and 3) thinking across. The results indicate that the capability of thinking ahead requires stakeholders to leverage existing potential. The decision by the Village Head, BPD, and the community to utilize unproductive absorption land for a park was sound. This is reinforced by establishing a clear vision, mission, and strategies for the future and collaborating with various parties to address future challenges continuously. The capacity for thinking again suggests that some policies need to be revised to address the declining visitor numbers at Taman Ghanjaran. BUMDes, under the tourism unit, should develop community investment programs in Ketapanrame through KUB (Business Groups). Digital promotion is now a necessity that cannot be overlooked. The capacity for thinking across has already been implemented in the development of Taman Ghanjaran. Although in 2023 it received the Indonesian Village Tourism Award (ADWI), efforts should not stop; continuous improvement and innovation in all areas are necessary

INTRODUCTION

Tourism plays an important role in development across various countries. This is due to the wide-ranging implications of the tourism sector and the increasing public interest every year. Tourism development has many positive effects, including the growth of creative industries, local economic development, increased income, and enhanced exports. As it is linked to significant economic sector development toward revenue growth through the holiday travel revolution and the information technology revolution, the tourism sector has evolved into a globally-based business sector (Marpaung et al., 2021).

Within the framework of national development policies, the development of the tourism sector is one of the strategic sectors that continues to receive attention and support from the government, both at the central and regional levels. Furthermore, the tourism sector is one of the pillars of the national economy because of its significant contribution to foreign exchange earnings and community welfare (Nasution, 2021). The success of the tourism sector contributes to both regional and national development (Setyawati & Setyowati, 2022). However, in reality, developing the tourism sector requires long-term planning that encompasses all components of tourism development to enhance competitiveness and sustainability.

One alternative to achieve the Sustainable Development Goals (SDGs), which are set to conclude in 2030, is the tourism sector. Indonesia is estimated to not yet meet several indicators. This is due to the fact that although the COVID-19 pandemic has ended, poverty persists. The percentage of the poor population in March 2023 was 9.36 percent, a decrease of 0.21 percentage points from September 2022 and a decrease of 0.18 percentage points from March 2022 (<https://www.bps.go.id>, 2023). Therefore, various efforts are needed to accelerate poverty alleviation. One such effort is promoting village-based tourism, also known as "desa wisata."

Desa wisata refers to rural areas with unique features that make them viable tourist destinations. People in these areas maintain authentic traditions and cultures. Several supporting factors, such as traditional cuisine, agricultural systems, and social systems, influence a desa wisata. In addition to these factors, natural resources and a pristine, well-preserved natural environment are crucial. Desa Wisata should also have facilities such as transportation, telecommunications, healthcare, and accommodation. For lodging purposes, desa wisata can offer tourist lodges or homestays, allowing visitors to experience the authentic rural atmosphere. According to East Java Governor Regulation Number 4 of 2022 on Desa Wisata Empowerment, "Desa Wisata is an area with potential and unique tourism attractions that offer experiences of the distinctive life and traditions of rural communities with all their potential." Currently, there

are 603 desa wisata in East Java (Source: <https://jatim.jadesta.com/sebaran>, 2024).

Mojokerto Regency, specifically in Ketapanrame Village, is an example of a desa wisata demonstrating significant development under the management of the BUMDes "Mutiara Welirang." This progress is evidenced by several achievements in 2023, including: 1) Inspirational BUMDes in the Beneficial BUMDes Category by the Ministry of Villages PDT in 2023, 2) Best Desa Wisata in the Indonesian Desa Wisata Awards by the Ministry of Tourism and Creative Economy in 2023, 3) First Place in Water Supply and Sanitation Sector Management in East Java Province in 2023, 4) Best Natural Tourism Management by Community Groups in EJTA 2023, 5) First Place in the National Desa Wisata Competition in the Advanced and Independent Category by the Ministry of Villages PDTT in 2023, and 6) Favorite Winner in the National Desa Wisata Competition in the Advanced and Independent Category by the Ministry of Villages PDTT in 2023 (Source: BUMDes "Mutiara Welirang" Documents).

However, despite these numerous achievements, the development of desa wisata is not without challenges. For instance, one unit managed by BUMDes, namely village tourism, has experienced a decline in visitors, particularly at Taman Ghanjaran. This is reflected in the dividends received by members of the KUB (Joint Business Cooperative), which have decreased. From an initial Rp10 million, they received Rp1.5 million per month, which later dropped to Rp600,000 per month and even to Rp300,000 at one point. Furthermore, both Taman Ghanjaran and Taman Sawah Sumber Gembong tend to attract many visitors only on national holidays, weekends, religious holidays, or long weekends, while on regular weekdays, the number of visitors declines significantly (Interview with Mr. Herwanto, Director of BUMDes, November 15, 2024). Based on these issues, the management of Ketapanrame Desa Wisata, represented by BUMDes "Mutiara Welirang," must develop an appropriate strategy to address challenges from both internal and external factors as well as competitors among other desa wisata. Ketapanrame Desa Wisata has substantial potential for further development with the right strategy.

BUMDes "Mutiara Welirang" plays a key role in developing village tourism using an innovative Dynamic Governance approach. The application of a strategy based on Dynamic Governance allows for more effective and sustainable resource management (Siswanto et al., 2022). This is expected to overcome various obstacles in the development of Ketapanrame Desa Wisata. Regarding previous research, over the past three years, no studies have focused on dynamic governance. Meanwhile, long-term planning can provide a strong framework to address future challenges (Suharyani & Djumarno, 2023). Ketapanrame Desa Wisata, located at the foot of Mount Welirang, has untapped

natural and cultural potential that could enhance the welfare of the local community. With a population of 5,583 people and 1,911 households spread across 16 hamlets and 43 sub-hamlets, BUMDes "Mutiara Welirang" has implemented various strategies for developing Ketapanrame Desa Wisata. One such strategy involves institutional strengthening and community participation. For example, active community participation in managing village tourism can enhance a sense of ownership and program sustainability (Setiadi & Pradana, 2022). Additionally, a strong institutional framework is essential to support community-based tourism development (Tahrizi Fathul Aliim, 2024). However, facing future challenges and ensuring the sustainability of Ketapanrame Desa Wisata requires individuals who are smart and agile in decision-making, whether in planning, IT-based promotion, expanding networks, or identifying opportunities.

Several studies over the past three years have primarily focused on BUMDes in managing desa wisata, including research by Tyas & Hertati (2023), which focused on community empowerment to enhance entrepreneurial capacities, Prasetijowati, Kurniwan, and Firniasari (2023), which used SWOT analysis to develop BUMDes strategies, and Cahyaningrum & Tukiman (2022), which addressed Taman Ghanjaran's development strategies without specifying the theories applied. Other studies include the Collaborative Stakeholder Model (Berlian et al., 2024), BUMDes Strategies (Putri and Riyadh, 2024), Gap Analysis in Development (Ningrum and Mijiarto, 2024), and Collaborative Governance (Subekti and Irma Fitriana Ulfah, 2023). However, none have focused on Dynamic Governance. Based on this phenomenon, it is necessary to develop a more dynamic governance strategy for managing desa wisata by BUMDes as the initiator of Ketapanrame Desa Wisata's sustainable development, which has not been previously explored in research.

LITERATURE REVIEW

Dynamic Governance Concept

Various aspects of life have changed rapidly in the millennial era, including governance. This is also accompanied by the rapid development of information technology, making the concept of dynamic governance increasingly popular. However, the primary focus of governance remains on the demand for processes that must be effective and efficient. The millennial era, characterized by rapid changes, ultimately shifts the focus toward making governance not only capable of formulating, implementing, and monitoring various policies but also effective and efficient.

The complexity of issues faced by governments in various countries today demonstrates that good governance and policies alone are insufficient. Additionally, Porter in (Boon Siong Neo, n.d, 2007) states that the most challenging problems faced by the millennial generation are "dynamic, cut across many decisions, involve the need for continuous adjustments." Consequently, we need governance capable of addressing these issues. In this context, the concept of dynamic governance has become popular as a practical approach to solving problems faced by governments in various countries. In their seminal book, Neo and Chen (2007) argue that dynamic governance is the key to Singapore's success in becoming an advanced nation today.

According to Neo & Chen (2007), "dynamism" essentially refers to conditions characterized by numerous new ideas, fresh perspectives, continuous improvements, rapid responses, flexibility, and creative innovation. In other words, dynamism refers to rapid, effective, and sustainable changes. Dynamic conditions in government institutions involve processes where institutions regularly improve and adapt to the socio-economic environment where the government, private sector, and society interact. These changes impact economic growth and various social behaviors through unstable policies, regulations, and structures.

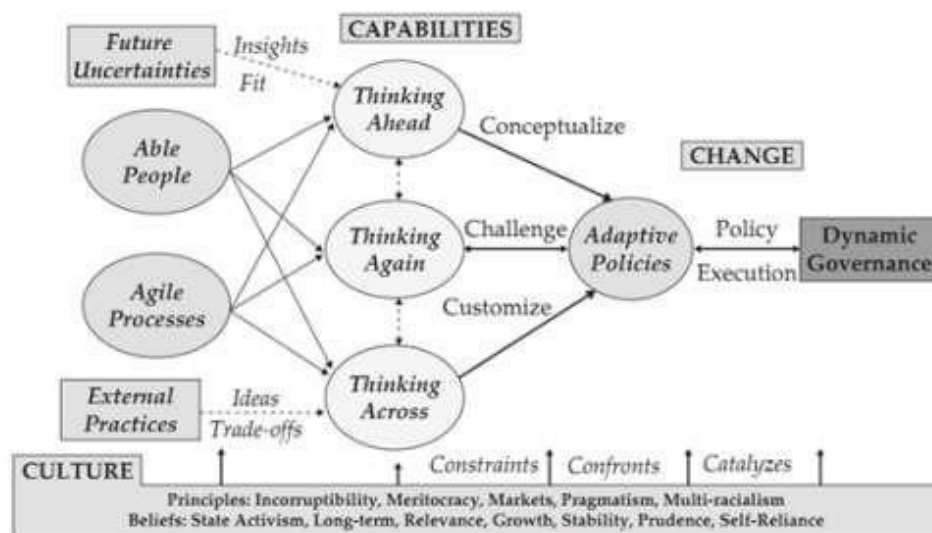
The concept of Dynamic Governance refers to the government's ability to continually adapt policies and programs to the public so that long-term interests align with demands and needs. Porter, in (Boon Siong Neo, n.d.), describes it as:

a) Organizational culture in government, which includes:

- (1) Integrity
- (2) Incorruptibility
- (3) Meritocracy
- (4) Market
- (5) Pragmatism
- (6) Multi-Racialism
- (7) Long Term
- (8) Relevance
- (9) Growth
- (10) Stability
- (11) Prudence

The expected outcome of implementing adaptive policies is dynamic governance. This policy adjustment process is carried out proactively through innovation, contextual adaptation, and practical application. Cultural values – also known as institutional culture – serve as the foundation for creating dynamic governance. These values influence individual behaviors.

- b) Dynamic capabilities, which include: 1) thinking ahead; 2) thinking again; and 3) thinking across. Dynamic capabilities are further explained as follows:
- 1) Thinking ahead refers to the ability to detect developmental trends that may affect the organization's objectives and performance. This capability enables organizations to devise strategies and policies to adapt to a changing environment.
 - 2) Thinking again refers to reconsidering and reinventing current policies and processes as the environment changes to achieve better outcomes.
 - 3) Thinking across refers to the ability to transcend boundaries and learn from the experiences of other countries or organizations, recognizing that their ideas, systems, and experiences may offer lessons that can be used to achieve different or new outcomes.



Source : Neo dan Chen (2007: 467)

Figure 1. Framework for Dynamic Governance System

According to (Boon Siong Neo, n.d.), able people – consisting of intelligent, agile, and adaptive individuals – are the key leverage for building dynamic governance. However, external factors or the surrounding environment, such as security, poverty, and politics, also deserve attention as they create uncertainties in the face of change. The ability to be dynamic depends on two main pillars: capable human resources and processes that are agile and responsive. External factors such as future uncertainties and the practices of other nations significantly influence the ability to establish a dynamic governance system (Neo & Chen, 2007, p. 13).

Dynamic governance comprises policies that are constantly evolving to adapt to the environment. Policy adoption, in this case, is a proactive action

rather than a passive reaction to external pressures. This means incorporating new ideas into policies to achieve better outcomes, contextualizing these ideas to gain public support, and implementing policies in ways that reflect dynamic governance (Neo & Chen, 2007, p. 13).

Culture, beliefs, institutional frameworks, and local norms influence behavior. Informal customs reflect local culture, which in turn becomes critical in the process of change and regulation of various policies. To realize dynamic governance, individuals must learn and think better, adopt different mindsets, make diverse policy choices, make analytical decisions, use rational policy options, and implement policies effectively. Leaders play a crucial role in this regard. Innovative, creative, and hardworking leaders are needed to achieve dynamic governance (Neo & Chen, 2007, p. 14).

Organizational leaders must initiate performance improvements. They must possess the "*necessary motivation, attitude, values, intellect, knowledge, and skills to envision the future, develop strategic options, and select paths that give the institution the greatest scope for survival and success*" (Neo & Chen, 2007, p. 16).

Dynamic governance is a result of the desire to ensure the survival of society. Evolving leadership must be able to manage various aspects of a changing world by using clear strategies, intelligent management, continuous learning, and finding ways to implement relevant and adaptive policies. It systematically enhances the capabilities of all involved and refines processes to ensure that innovative ideas are incorporated into successful policies, projects, and programs. Moreover, it regularly organizes all operational aspects to achieve goals (Neo & Chen, 2007, p. 30).

It can be concluded that dynamic governance in the context of tourist villages refers to the success and sustainability of these villages in becoming prime destinations for visitors. This success depends on governance that is continuously evolving, especially in the face of competitors, rapid technological advancements, and ever-changing public demands. New ideas, new assumptions, continuous improvements, rapid decision-making, highly flexible and dynamic adaptations, and creative, solution-oriented innovations are essential to tackle future challenges.

In the context of tourist villages, the implementation of dynamic governance can be summarized as follows: the success and sustainability of a tourist village in becoming a preferred destination for visitors depend on continuously adaptive governance. This is particularly necessary due to competitors, technological advancements, and shifting societal demands. Creative and solution-oriented innovations, new concepts, new assumptions, continuous improvements, quick decision-making, and highly flexible and dynamic adaptation are required to meet future challenges.

Tourist Villages

The priority program of Law Number 6 of 2014 on Villages states that villages have ancestral rights and traditional rights to govern and manage the interests of their communities while contributing to the realization of the ideals of independence as outlined in the 1945 Constitution of the Republic of Indonesia. Village governments have autonomy to manage their resources and development direction. Local wisdom is the central spirit in managing tourist villages. The value of local wisdom is reflected in the community through the uniqueness of its culture and traditions, the authenticity deeply embedded in the local culture, and the originality of traditional values that emerge within the community. These values attract tourists to visit tourist villages. One tourism development model that empowers communities through Community-Based Tourism (CBT) is the development of tourist villages.

A tourist village (Kampung, Nagari, Gampong, or other terms) is an area with unique and distinctive tourism potential and attractions, offering visitors the experience of the rural community's unique life and traditions, along with its various potentials. A tourist village can be assessed based on the following criteria:

- a. Having tourism attraction potential (natural attractions, cultural attractions, and artificial/creative works);
- b. Having a community;
- c. Having potential local human resources who can participate in developing the tourist village;
- d. Having a management institution;
- e. Having opportunities and support for the availability of basic facilities and infrastructure to support tourism activities; and
- f. Having the potential and opportunity to develop the tourism market (Wirdayanti et al., 2021).

A tourist village may comprise more than one neighboring village, creating an integrated rural tourism destination. This highlights that tourist villages emphasize the feeling and sense experienced when visiting, rather than being tied to a specific administrative area.

Principles for Developing Tourist Village Products:

- a. Authenticity: The attractions offered are authentic activities that take place in the local village community.
- b. Local community: These are traditions practiced by the community as part of their daily lives.

Community involvement: The community actively participates in activities within the tourist village (Wirdayanti et al., 2021).

METHODOLOGY

The Research on the Development of Tourist Villages from the Perspective of Dynamic Governance at Taman Ghanjaran Tourist Village, Ketapanrame Village, Trawas Sub-district, Mojokerto Regency was conducted using qualitative research. It focused on dynamic capabilities, including: 1) thinking ahead; 2) thinking again; and 3) thinking across. Qualitative research is distinctly different from quantitative research, although there may be certain overlapping elements. By using a qualitative approach, the researcher aims to gain a deeper understanding of the research topic.

According to Creswell (2013), qualitative descriptive research is used to observe and understand the meaning of the experiences of individuals or groups considered to be facing social or humanitarian issues. In the qualitative research process, several critical actions are undertaken, such as formulating questions and procedures, collecting specific data from participants, analyzing data inductively from specific problems to general conclusions, and interpreting the meaning of the data. To determine which data is necessary and which should be excluded because it is deemed irrelevant, the research focus must be clearly defined based on the input and criteria for gathering field information (Strauss and Corbin, 2009). Data collection (both primary and secondary) is a strategic and critical step in the research process. This study used three data collection techniques: Interviews, Observations, Document studies.

Interviews

This study utilized two types of data: primary data and secondary data. Primary data refers to information obtained directly from interviews with informants (as outlined in the table above). Secondary data, on the other hand, is data gathered from documents owned by individuals, communities, or institutions. The study employed in-depth interviews (Mallo, 1990) as one of its data collection techniques. These interviews were conducted using a pre-prepared list of questions (as a guide) for informants. This technique was chosen to obtain detailed information and to accommodate the variations in informants' responses to each question.

Additionally, small discussions were held with informants to delve deeper into the data. This approach was intended to enhance the depth of the data collection process. The use of interviews allowed the researcher to gather comprehensive data on the development of the Tourist Village. Through interviews, the researcher was able to obtain the necessary information that accurately reflected the real conditions in the field.

Observation

Observation (Goode & Hatt, 1980) was conducted on both general and specific data or activities directly related to the research theme. This technique was primarily used to verify or triangulate data obtained from structured and in-depth interviews. Observations were not limited to individuals but extended to other objects as well. Observation enabled the researcher to experience and understand what was felt and lived in the field, thus allowing the researcher to become a source of data. Observations facilitated the formation of shared knowledge between the researcher and the subjects being observed. This method also allowed the researcher to obtain the most up-to-date data, ensuring it was more objective and accurate since the observed subjects could not influence the data collection process.

Document Study

A document study (Goode & Hatt, 1980) was conducted on relevant secondary data. Collecting documents, photos, images, and other supporting data was a crucial part of this method. Secondary data, often referred to as "existing statistics," can be sourced from institutional databases, statistical documents, or research reports. In the analysis of secondary data, the researcher gathered information from available sources, reorganized or combined it in new ways, and used it to answer the research questions. Qualitative data analysis consisted of three main activities: (1) data reduction, (2) data presentation, and (3) drawing conclusions and verification (Miles, 1992), as:

1. Reduksi Data Reduction

Data reduction is the process of selecting, focusing, simplifying, abstracting, and transforming raw data that emerges and is collected from the field. It is an integral part of the analysis process, and data reduction occurs continuously until the research is complete and the report is finalized. This process sharpens, categorizes, directs, eliminates unnecessary data, and organizes the data in such a way that the final conclusions reflect the actual conditions and events in the field and can be well-verified.

2. Data Presentation

Data presentation involves providing a collection of information units or structured information (based on what was obtained during the survey), which enables the drawing of conclusions and decision-making. Forms of data presentation include narrative text, tables, matrices, graphs, and charts, all of which are designed to present the survey results in a coherent and easily understood manner.

3. Drawing Conclusions and Verification

This is the most crucial part of the analysis process, involving interpreting the data, creating configurations and categories, identifying cause-and-effect relationships, and formulating propositions to draw conclusions. These conclusions are then verified and validated using various techniques. The validity testing technique used in this study for verification is triangulation.

RESULT AND DISCUSSION

Ketapanrame Tourism Village has great potential for development if utilized properly. The "Mutiara Welirang" Village-Owned Enterprise (BUMDes) plays a crucial role in this development through its innovative approach to Dynamic Governance. By implementing strategies based on Dynamic Governance, resource management becomes more efficient and sustainable. Long-term planning, on the other hand, can provide a strong framework to address potential future challenges. Located at the foot of Mount Welirang, Ketapanrame Tourism Village boasts abundant natural and cultural potential that has yet to be fully utilized to improve the well-being of the local community. The village has a population of 5,583 people, with 1,911 households as heads of families in 16 neighborhood units (RT) and 43 community units (RW) (Setiadi and Pradana, 2022). To develop Ketapanrame Tourism Village, BUMDes Mutiara Welirang has implemented various strategies, one of which is enhancing community participation and institutional capacity.



Source: Research Document

Figure 2. Taman Ghanjaran

Thinking Ahead in the Development of Taman Ghanjaran

Essentially, thinking ahead means understanding how future economic and social goals will be influenced by environmental changes, as well as making appropriate investment decisions and strategies. Thus, every community member can take advantage of various new opportunities and face various threats. This also includes how far Ketapanrame Village can utilize existing opportunities to create innovations in tourist villages. One of the tourist attractions in Ketapanrame Village, Mojokerto, is Taman Ghanjaran, which opened in November 2018. Taman Ghanjaran has attracted many visitors since its inauguration. It is an ideal place to spend time with friends and relatives due to its comfortable location and complete facilities. From Taman Ghanjaran, visitors can enjoy the sunset behind Mount Penanggungan. Taman Ghanjaran also offers additional facilities such as play areas and food courts, in addition to

the garden. Inside the garden, there are children's play areas with gazebos for shade. Children and families can spend time together, equipped with benches and grass in the garden.

The head of Ketapanrame Village, Zainul Arifin, was the first to think of building Taman Ghanjaran. In his efforts to utilize the Village Land Fund (Tanah Kas Desa or TKD), which had been left unprocessed for three years, he argued that if TKD were developed into agricultural land, the profits would be minimal and would not contribute to village development, as the results would only benefit village officials. At the next annual meeting, he informed the community and the Village Consultative Body (BPD) of his desire to create a tourist attraction. The BPD approved the proposal as long as the village established regulations stating that the TKD would be converted into a tourist area. From the discussions, it was decided what kind of tourism would be developed, as Ketapanrame Village falls into the yellow land category or infiltration land according to Mojokerto's land management regulations. The village authorities wanted to build a tourist attraction without neglecting the land's function as infiltration land. Ultimately, the proposal to build a garden was made. This statement was reinforced by an interview with Herwanto, S.Pt, Director of BUMDes "Mutiara Welirang," as follows:

"... initially, the land for Taman Ghanjaran was Village Land Fund that had been idle for several years. It is included in the yellow zone, and if managed as agricultural land, the results would also be suboptimal. From a joint deliberation, it was decided to build a garden. From there, we have high hopes that it will boost family economies... thank God, in the future, it will also serve as a driver for the economy of the people of Ketapanrame Village..." (interview on November 15, 2024)

After the construction was completed, the garden was not inaugurated immediately due to several obstacles, so it was only officially opened in December 2018 with the Regent. After the inauguration, the village handed over the management of Taman Ghanjaran to BUMDes, which would manage it better under the Tourism Unit. The residents of Ketapanrame Village have seen significant economic changes with the existence of Taman Ghanjaran. As can be seen, the management structure of Taman Ghanjaran includes not only village officials but also local residents. Some of the residents are traders, while others work there. The village government has established a special rule that employees working at Taman Ghanjaran must come from Ketapanrame Village. If there are outsiders, they cannot exceed five. This is done to give residents the opportunity to learn from the creativity of outsiders.

BUMDes is a pillar of village economic activities and functions as both a commercial and social institution. As a commercial institution, BUMDes aims to generate profits by selling local goods and services to the market. The principles of effectiveness and efficiency are crucial for driving their business. Establishing BUMDes enables the village to manage finances and funds in the future. Without assistance from BUMDes, village financial management would be difficult. Therefore, BUMDes helps develop new industries and enhance the economy of the people.

According to the author, the decision-making by the Village Head, the Village Consultative Body (BPD), and the community is a bold decision, full of challenges but holds hope for a better future for the people of Ketapanrame Village. Various efforts have been made to realize Taman Ghanjaran as an attractive destination to visit. However, it cannot be denied that Taman Ghanjaran also has competitors in the surrounding Trawas area. New destinations are starting to emerge, with charming cafes offering interesting views and diverse culinary options, presenting a unique challenge. Various strategies and innovations are being implemented by BUMDes, as the manager of Taman Ghanjaran, to remain competitive, including the following:

a) Formulating Vision, Mission, Goals, and Values

Organizations need a vision to plan for the future. Successful organizations around the world have a clear vision of what they want to achieve in the future and always strive to make it more than just a slogan.

VISION of BUMDes “Mutiara Welirang”

The realization of an independent, prosperous, and competitive community in Ketapanrame Village with professional governance management.

MISSION of BUMDes “Mutiara Welirang”

- To organize village governance that is democratic, aspirational, and transparent.
- To enhance human resources that are devout, intelligent, creative, innovative, and culturally aware.
- To advance the economy of Ketapanrame Village based on the tourism sector and its supporting sectors towards economic independence that is competitive and sustainable through the economic empowerment of the village community and BUMDes.
- To improve the quality and quantity of sustainable rural infrastructure.
- To build synergy among the residents of Ketapanrame Village, community leaders, religious leaders, village officials, village institutions, and other stakeholders in a harmonious and sustainable manner.

Village Development Strategies through BUMDes

- To transfer the management of village assets to BUMDes for utilization to support the improvement of the village community's economy.
- To provide services to meet the community's needs through BUMDes business units as solutions to help and resolve existing problems in the community, including: the need for clean water, waste management, job provision, provision of facilities and infrastructure for community businesses, and strengthening business capital (Trawas and Mojokerto, n.d., 2024).

The formulation of goals, vision, mission, and values is part of the organizational strategy of BUMDes “Mutiara Welirang.” By having a vision and mission, it is hoped that BUMDes “Mutiara Welirang” will have a pathway to achieve these goals.

Collaboration with Various Stakeholders

All stakeholders must work together to create a forward-thinking strategy for developing a tourist village. The sustainability and synergy of tourism projects can be enhanced through effective cooperation between the government, the community, and the private sector (Patadjenu, Sondang Silitonga, and Asropi 2023). To develop Ketapanrame Tourism Village, BUMDes "Mutiara Welirang" must collaborate with various parties in strategic partnerships. This method ensures that local perspectives and needs are taken into account when planning and implementing tourism programs (Kelvin, Widianingsih, and Buchari 2022). In developing the village's potential through BUMDes, collaboration with academics, the business world, communities, government, media, and other authorities is essential (Roekminiati and Oktawirani 2024). The collaborations established by BUMDes Ketapanrame involve various parties, including: (1) Academics: LPPM Ubaya and several other universities; (2) Business Sector: Collaborations with banking institutions (BRI), PT. POS Indonesia, PT. Astra, PERUM PERHUTANI, and BPJS Employment; (3) Communities: Investment groups, MSME groups, LMDH, GAPOKTAN, POKTAN, and Pokdarwis Karang Taruna; (4) Government: Village government (transfer of village asset management), district government (coaching and assistance, BK Village), provincial government (BUMDes clinic, BK Village), and central government (coaching and assistance, BK Village); and (5) Media: Promotional and publication collaborations (Jawa Pos / Radar Mojokerto and other local media) (Trawas and Mojokerto, n.d. 2024). This is reinforced by a statement from Herwanto, S.Pt, Director of BUMDes “Mutiara Welirang,” as follows:

“.....we collaborate with various parties because we realize that in order to survive, we need to work together with academics, the government, the community, the private sector, and, importantly, the mass media. This collaboration complements each other. For example, many students come here for internships, providing outreach, and conducting research... all of this is important as input...” (interview on November 15, 2024).



Source: Researcher's Document

Figure 3. Interview with Herwanto, S.Pt, Director of BUMDes “Mutiar Welirang”

The capability of thinking ahead requires stakeholders to be able to utilize the potential they possess. In this case, the decision to utilize unused infiltration land that cannot be managed as fertile agricultural land into a garden is a sound decision. The land that only benefits village officials, when transformed into a garden, is expected to foster new economic potential that can be utilized by the people of Ketapanrame Village. Establishing a clear vision, mission, and future strategies is essential for progress, and collaboration with various parties must continue. According to Neo & Chen, this capacity for thinking ahead necessitates decision-making from stakeholders to create breakthroughs in facing future challenges. This is highly appropriate and relevant for achieving the Village SDGs, particularly in reducing poverty levels.

Thinking Again

In the process of reviewing, the ability to assess the performance of current strategies, policies, and programs, and then modify them to achieve better outcomes is referred to as thinking again. In this process, it is necessary to evaluate the implemented policies to determine whether they have been effective, achieved optimal results, and addressed various emerging issues. Additionally, it may be necessary to redesign existing policies or develop new strategies. In real conditions, another issue that needs to be addressed is the declining number of visitors to Taman Ghanjaran. The following is the visitor trend over the past four years:

Table 1. Visitor Trends from 2020 to 2023

No	Year	Number of Visitors
1	2020	144.851
2	2021	359.889
3	2022	320.982
4	2023	162.954

Source: BUMDes “Mutiara Welirang”

Based on the data above, it shows that in 2023, the decline in visitors is very significant compared to the post-COVID-19 period, known as the new normal in 2021-2022. This could be due to Taman Ghanjaran becoming less attractive or the emergence of many new attractions in other tourist villages. BUMDes, as the manager, should conduct an in-depth study of the strategies that have been implemented. Several programs and strategies resulting from the review of old policies are as follows:

a) KUB/ Joint Business Group

BUMDes, under the tourism unit, has developed a community investment program for the people of Ketapanrame Village. The partner groups are tasked with driving the operations and management of Taman Ghanjaran attractions under the name KUB (Joint Business Group) Taman Ghanjaran. Currently, there are 533 households managing a total of IDR 4,596,000,000 in funds by KUB (Trawas and Mojokerto, n.d. 2024). These funds are used to procure 12 attractions, including tagada rider, swinger, air bicycle, balloon house, pontang-panting, odong-odong train, walking train, 9D cinema, carousel, bumper cars, VR cinema, and a ferris wheel, while the remainder is used to build infrastructure. It is hoped that through KUB, the development of Taman Ghanjaran will become more attractive and the community will also feel a sense of ownership. By investing, the community will receive dividends each month. There are several plans for facility development to support tourism for the development of Taman Ghanjaran, including: setting up streetlights, creating parking areas, and continuously building kiosks for street vendors and food courts. The expectation is that Taman Ghanjaran will not only be crowded during the day but also become a comfortable and exotic hangout spot at night. Additionally, there are programs for periodic updates to facilities and infrastructure, including park and pond amenities. Besides plans for infrastructure development, Taman Ghanjaran only charges for parking and does not impose an entrance fee.

b) Digital Promotion

The advancement of IT has become one of the most reliable media for promotion today. Promotion is now more widely recognized through TikTok rather than through websites or Facebook, let alone just billboards. Ketapanrame Tourism Village has started branding with the tagline "Sobo Ketapanrame." The aim is for visitors to come and "sobo" (visit) simultaneously. In addition to the village website, which can be accessed at <https://www.soboKetapanrame.com/> and Instagram @tamanGhanjaran.id, payment kiosks have also adopted QRIS. This was reinforced by a visitor named Arion Musyaffa, who stated:

"...here, payments can already be made using QRIS... I just bought coffee and snacks. Additionally, I found out about this garden from Instagram. Coincidentally, I have a niece, so it fits perfectly. The kids can enjoy the attractions, and my father, who happens to like orchids, can also buy orchids here. As for me, I enjoy hanging out while sipping coffee... it's complete" (interview on November 22, 2024).



Source: Researcher's Document
Figure 4. Tagline "Sobo Ketapanrame"

The capacity for Thinking Again is the ability to assess the performance of current strategies, policies, and programs. If the results do not meet expectations, it is necessary to review the existing policies. In this context, a policy has been changed to address the declining number of visitors to Taman Ghanjaran. BUMDes, under the tourism unit, has developed a community investment program for the people of Ketapanrame Village. Through KUB, supporting infrastructure for attractions continues to grow. Attractive spots for tourists are being beautified, and the arrangement of small and medium enterprises (UMKM) is being enhanced to appeal not only to children but also to young adults looking for a place to hang out and engage in other activities. Additionally, tourism promotion through digitalization via websites, Instagram, and other media is being aggressively pursued. The use of QRIS for payments is also an effort to provide convenience for visitors in the modern era. All these initiatives are aimed at providing better services to visitors and increasing the number of visitors to Taman Ghanjaran.

Thinking Across

The ability to learn from the experiences of others enables good ideas to be accepted and adapted to internal conditions to achieve better goals. With its appealing natural environment and cool air, Ketapanrame Village, which won the Best Tourism Village award in 2023 at the Indonesian Tourism Village Awards (ADWI) held by the Ministry of Tourism and Creative Economy in August 2023, should not stop learning from more advanced tourism villages that have stable and even increasing visitor numbers. From the comparative study conducted in Banyuwangi, Batu City, and other areas, Ketapanrame Village has begun to improve by developing various efforts, including:

a) All hamlets have village tourism

Ketapanrame Village, which consists of three hamlets—Ketapanrame Hamlet, Sukarame Hamlet, and Slepri Hamlet—has initiated the development of village tourism. In Ketapanrame Hamlet, there are Taman Ghanjaran and Dlundung Waterfall; in Sukarame Hamlet, there is Sumber Gempong Rice Field Tourism, and currently, tourism development is underway in Slepri Hamlet. This way, all hamlets can leverage economic potential through village tourism. Additionally, homestays and culinary innovations are being promoted more vigorously. The expectation is that tourists will not only visit but also stay overnight and enjoy local cuisine. This aligns with the concept of a tourism village, which has the potential and unique attractions that allow visitors to experience the uniqueness of rural life and traditions with all their potential.

b) Maximizing other existing businesses

The business units managed by BUMDes "Mutiara Welirang" beyond village tourism need to be maximized, not only for the villagers but also for commercialization. These businesses include:

- Village Drinking Water Management Unit: Managing clean water through BUMDes; organizing and building clean water networks targeted at 100% access; utilizing spring water sources; setting priority scale tariffs and contributions; collaborating with third parties;
- Waste Management Unit: Socializing and educating about waste management; constructing waste disposal sites (TPA) and targeting 100% access for waste collection;
- Kiosk and Livestock Unit: Utilizing waste.
- Capital and Partnership Unit: Providing capital assistance to entrepreneurs, building collaborations with community groups through empowerment of village potential, developing businesses with other industries, and involving academics.

Ketapanrame Village, facing challenges from IT, competition, and the demand to alleviate poverty, must learn extensively from other more advanced tourism villages. Although it received the Indonesian Tourism Village Award (ADWI) in 2023, it should not become complacent and must continue to improve and innovate in all areas. By joining ASIDEWI (Tourism Village Association), it can create a platform for sharing experiences with other more advanced tourism villages that have stable or increasing visitor numbers. Learning from the experience of Taman Nganjaran, which has seen a decline in visitors, it would be prudent for Ketapanrame Village to develop village tourism in all hamlets. Thus, even if visitor numbers at Taman Ghanjaran decline, tourists can still shift to other village tourism sites, such as Sumber Gempong Rice Field in Sukarame Hamlet or, for outbound activities, at the camping ground in Dlundung. According to Neo & Chen, finding new relationships between ideas and new combinations of different ideas creates innovative approaches to emerging problems, continually seeking interesting programs that need to be adopted to address issues.

CONCLUSION AND RECOMMENDATION

The capability of thinking ahead requires stakeholders to leverage the potential they possess. In this case, the decision to utilize unproductive absorption land as a park is sound. Establishing a clear vision, mission, and future strategies provides a clear direction toward progress, and collaboration with various parties is essential to continue facing future challenges. This is very much aligned with and relevant to achieving the Village Sustainable Development Goals (SDGs), particularly in reducing poverty rates.

The capacity for Thinking Again in this context indicates that policies need to be revised in response to the challenges and issues that have arisen in Taman Ghanjaran, including the trend of declining visitor numbers. BUMDes "Mutiara Welirang" has developed a community investment program through KUB under the tourism unit, which is evidence that policies need to be reviewed and, if necessary, replaced to address these challenges. Additionally, digital promotion has become an essential aspect that cannot be overlooked.

The capacity for Thinking Across has already been implemented in Ketapanrame Village. Even though it received the Indonesian Tourism Village Award (ADWI) in 2023, it must not stop continuously improving and innovating in all areas. By joining ASIDEWI (Tourism Village Association), it creates a platform for sharing experiences with other more advanced tourism villages that have stable or increasing visitor numbers. Learning from the experience of Taman Nganjaran, which has seen a decline in visitors, it would be a prudent step for Ketapanrame Village to develop village tourism in all hamlets. Thus, even if visitor numbers at Taman Ghanjaran decline, tourists

can still shift to other village tourism sites, such as Sumber Gempong Rice Field in Sukarame Hamlet or, for outbound activities, at the camping ground in Dlundung.

For the Management of Taman Nganjaran BUMDes "Mutiara Welirang" and KUB:

- 1) The presence of many competitors in the tourism attractions of Trawas necessitates continuous evaluation of the strategies that have been implemented, along with ongoing innovation and development of appealing attractions.
- 2) Collaboration with stakeholders needs to be expanded, for example, by building networks with other nearby tourism villages to create integrated tourism experiences.
- 3) The branding of homestays is currently inadequate in attracting tourists, especially from outside the city. This can be addressed by conducting comparative studies with successful tourism village homestays in areas such as Banyuwangi, Bali, and other regions.
- 4) Promotions should be carried out through engaging events at Taman Ghanjaran, and partnerships should be established with all parties. For instance, collaborating with schools at all levels, from early childhood education to high school, as well as with community groups like PKK (Family Welfare Empowerment) and study groups, to create educational programs that enhance knowledge. This is aimed at ensuring that there are still many visitors on effective days.

For the Community of Ketapanrame Village:

- 1) Given that community involvement is currently at 53%, there is a need for improvement. The community must be actively involved and feel a sense of ownership of the tourism village by participating in various partner groups.

There should be awareness and belief that through the tourism village and earnest efforts, the economic conditions of families and the village can improve, and gradually, Ketapanrame Village can become a poverty-free village.

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