
Network Governance Towards Development Policy of Podokoyo Tourism Village in Pasuruan Regency

Sulung Satriyo Irkham Pambudi^{1*}, Muhammad Luthfil Hakim², and Very Yudha Lesmana³

Corresponding author. *Email: sulungsatriyo31@gmail.com

Submitted: 2022-08-16 | Accepted: 2022-08-30 | Published: 31th August 2022

Abstract

This article explores the network governance in the development of the Podokoyo Tourism Village, Pasuruan Regency. This study aims to analyze the application of the elements of network governance, which include trust, network goal consensus, need for network-level competencies, the number of participants, outputs, and outcomes of tourism Village development. The study results identify three achievements during the Podokoyo Tourism Village development network, such as the success of having superior Village products, increasing the capacity of Podokoyo Village's human resources in tourism management, and receiving the title of Maslahat Village. Among the obstacles is the lacking role of government elements, particularly the Tourism and Culture Agency and Community and Village Empowerment Agency.

Keywords: network governance; tourism village.

¹ Policy Analyst in the Directorate General of Village Governance, Ministry of Home Affairs.

² Policy Analyst in the Deputy Coordinating for Maritime Resource, Coordinating Ministry for Maritime and Investment Affairs.

³ Field Facilitator in the Komunitas Averroes.

I. Introduction

Tourism development is one of the national priorities in the National Medium-Term Development Plan (RPJMN) 2020-2024. It implies that the development of the tourism sector is not only the responsibility of the Central Government. Tourism development needs to be followed up seriously through the policies and strategies of each Local Government. This argument is regulated in Law No. 10 of 2009 concerning Tourism which states that local governments are essential to supporting tourism development following their potential and local wisdom.

The Local Government can choose some strategic efforts to develop the tourism sector. One of them is by creating a tourism village. It has become an alternative to the development of mass tourism. The 2020-2024 Strategic Plan of the Ministry of Tourism and Creative Economy stated the result of rural-based tourism (tourism village) could drive tourism economic activities in rural areas. It also contributes to preventing the urbanization of rural communities to cities. The development of a tourist village can also encourage the preservation of the nature/environment of the Village. It can create a balance. Thus, Village development will not only focus on infrastructure and economic development. Tourism Village development in practice can have implications for improving the local community's economy, environmental sustainability, and increasing the capacity of village human resources (Budiyah, 2020; Pambudi, Suryono, & Setyowati, 2020)

Furthermore, the efforts to develop Tourism Villages are basically in line with Law no. 6 of 2014 concerning Villages (Village Law). This regulation contains the substance of the new paradigm of Village development governance based on recognition and subsidiarity (Eko et al., 2014). Currently, the Village has the autonomy to regulate and manage the interests of the community based on the rights of origin, customs, and socio-cultural values of the Village community, as well as to establish and manage Village institutions (Aziz, 2016:194). Village autonomy refers to village governance reform through revitalizing village development, making community institutions more representative and accountable, and improving Village state-community relations (Antlov, 2016). The main goal is to enhance the welfare of the village community and economic independence (IRE dan Yayasan Tifa, 2019; Afala & Gustomy, 2021).

The following is related to the increasing number of Tourism Villages in Indonesia. In 2018, the Central Statistics Agency reported that the number of Tourism Villages in Indonesia reached 1,734 villages (Putra, 2018). This number will increase in 2021, with 1,831 villages recorded (Luthfi, 2021). The increasing Tourism Villages number in Indonesia shows the enthusiasm of the Village Government to make the development of Tourism Villages a strategic development policy in their Villages. It can be a sign of innovation from the village government, considering that the mainstream approach to village development is more on infrastructure development.

Indonesia has several potential locations for tourism Village Development. One of them is located in Pasuruan Regency, East Java Province. Pasuruan Regency has a likely side, such as strategic geographical location on the golden triangle route for the development of East Java, namely between Malang, Surabaya, and Jember, also on the main Surabaya-Bali route if by land (Santosa, 2015: 89).

The Regional Tourism Development Master Plan, 2016-2025 document identifies that several Tourism Villages have been included in the regional tourism development planning policy. The list of several tourism villages is following table 1 below.

Table 1 Tourism Village List on Document
Regional Tourism Development Master Plan 2016-2025

No	Tourism Village	District
1	Ranuklindungan Village	Grati
2	Grati Tunon Village	Grati
3	Sumberdawe Sari Village	Grati
4	Puspo Village	Puspo
5	Baledono Village	Tosari
6	Tosari Village	Tosari
7	Wonokitri Village	Tosari
8	Ngadiwono Village	Tosari
9	Podokoyo Village	Tosari
10	Mororejo Village	Tosari
11	Tlogosari Village	Tutur
12	Andonosari Village	Tutur
13	Wonosari Kayukebek Village	Tutur
14	Tutur Village	Tutur
15	Blarang Village	Tutur
16	Ngadirejo Village	Tutur
17	Ngembal Village	Tutur
18	Wonosari Village	Gondang Wetan
19	Dawuhan Sengon Village	Purwodadi
20	Cowek Village	Purwodadi
21	Tambaksari Village	Purwodadi
22	Pucangsari Village	Purwodadi
23	Kertosari Village	Purwosari

Sumber: Pasuruan Regency Government, 2016

Table 1 explains that the Pasuruan Regency Government has determined as many as 23 Tourism Villages. Tourism Villages development is based on their respective potentials. One of the Tourism Villages currently experiencing significant development is Podokoyo

Village, Tosari District. Besides, Podokoyo Tourism Village is the winner of the 2019 Pasuruan Regency Tourism Village Award winner.

Podokoyo Village is an example of a village with natural and cultural potential as an essential capital. It can be explored as an attraction in developing Tourism Villages in each of these places. Podokoyo Village has been the target of creating a tourism Village by the Pasuruan Regency Government based on the Regional Tourism Development Master Plan 2016-2025, but the development of a Tourism Village is not implemented optimally. Podokoyo Village also has a strategic location on the slopes of Mount Bromo. It becomes a natural potential that can support the development of the tourism sector. Podokoyo Village has several tourist attractions, such as Bromo Fun Tracking, Bromo Jeep Tour, and the customs and culture of Hindu religious rituals (Lesmana, 2019). The culture and traditions of the Tenggerese people in practice can become fundamental local wisdom as a tourist attraction because the customs and culture as one of the village assets can be one of the branding strategies in the development of tourist villages (Dhika, 2021).

In addition to optimizing the potential and assets of the Village, the development of a tourism village must also be able to maximize the involvement of Government, private, and civil society stakeholders. It can be implemented through the application of the concept of network governance which is a new practice or model in governance that emphasizes the network aspect to form cooperation by involving institutions outside the Government, both private and public (Lay & Masudi, 2005). In other words, the application of network governance can be one of the strategies for optimizing the development of the Podokoyo Tourism Village. The development of a tourism village based on network governance is implicated not only in producing Village tourism development from a purely physical perspective. It also can increase the rural community's economic activities for a sustainable livelihood.

Based on the description above, this paper aims to explore the application of network governance in the development policy of the Podokoyo Tourism Village as an effort to realize sustainable livelihoods for the village community and the obstacles faced in the implementation process.

II. Literature Review

The implementation of The Village Law has a positive impact on the lives of rural communities. The positive impact has been proved from the various good practices in terms of economic development carried out by the Village Government. The process of development of Tourism Villages in the Pasuruan Regency is an exciting phenomenon to explore. The village development is not only purely from the village government budget and the actors, but also there is participation from other parties outside the government, such as village communities, empowerment groups, and business entities. The cooperation between parties who collaborate to develop the village economy through the tourism sector is part of the practice in the concept of government science studies called network governance.

Kim (2006) explained that network governance is a form of organizational alliance in which the relevant policy actors are linked together as co-producers, They identify and share common interests. This relationship is interconnected because of the culture of trust. Keith

G. Provan and Kenis mention the focus of network governance, "It is on groups consisting of three or more legal autonomic organizations that work together not only to achieve their respective goals but also for collective goals" (Provan & Kenis, 2008). In the other words, network governance requires the parties involved to cooperate to eliminate egocentrism, so that the collective goal can be achieved optimally.

Provan and Kenis then explained that there are four elements in the pattern of cooperative network relationships: trust, network goal consensus, need for network-level competencies, and the number of participants (Provan & Kenis, 2014). These four aspects are explained as follows:

Table 2 Elements of Network Governance

Trust	Reflects a willingness to accept vulnerability (potential risk) based on positive expectations of the expectations and intentions of others
Network goal consensus	It is the basis of the agreement. The understanding of shared goals is the basis for collaboration to be carried out.
Need for network-level competencies	Distribution of tasks from each member of the organization in accordance with the competence of each member of the organization
Number of participants	Represents the number of actors involved in the cooperation network

Source: Provan & Kenis, 2008

According to Provan and Kenis, the elements of network governance will be used as analytical tools to analyze the phenomenon of developing tourist villages in the Pasuruan Regency. The study in Podokoyo Village shows that the network of cooperation between district governments, village governments, business entities, and empowering organizations can produce a collaboration that accelerates village independence programs through the economic sector. In addition to having a real positive impact on the economic development of Podokoyo Village, the program in this collaboration also makes the implementation of the "Maslahat" Village Development Program by the Pasuruan Regency Government an objective with the distribution of property owned by the government. In addition, this analytical study can also reveal the causes of why the collaboration process does not last for a long time.

III. Methods

This study uses a qualitative method. This method is used in this research because it is able to explain the phenomenon or problem that is the focus of research comprehensively. At the same time, the type of research is descriptive because it aims to carefully explain the characteristics of a symptom or problem under study. The qualitative method also focuses on efforts to obtain and convey facts clearly and thoroughly (Silalahi, 2012: 28). Source of the data that used in this research is primary data in the form of interviews with stakeholders involved in the development of the Podokoyo Tourism Village who selected by purposive

sampling. At the same time, secondary data is obtained from several related previous studies, regulations or policies, and other supporting documents.

The data analysis technique uses interactive model data analysis (Miles, Huberman, and Saldana, 2014), which states that qualitative data analysis consists of three components. These include data condensation, data display, and conclusions: drawing and verifying. Meanwhile, in the context of ensuring the validity of the data, this study uses source triangulation. With this tool, the researcher validates the data obtained through several data sources, either through primary data sources from the interview process with one informant with other informants, from secondary data sources in the form of documents from relevant stakeholders, and direct observation or observance of the implementation of network governance in the development policy of the Podokoyo Tourism Village.

IV. The Result, Analysis, and Discussion

The application of network governance policy for the development of the Podokoyo Tourism Village, Tosari District, Pasuruan Regency is a collaborative effort carried out by three actors/elements of governance, namely elements of the government, business sector/business entities, and civil society or civil society. The government elements consist of the Podokoyo Village Government, the Tourism and Culture Agency (Disparbud), and Community and Village Empowerment Agency (DPMD). Meanwhile, the business sector, namely PT HM Sampoerna, Tbk, and elements of civil society, namely 2 Non-Governmental Organizations engaged in community empowerment, namely the Averroes Community and the Social Transformation and Public Awareness Center (Stapa Center); Podokoyo Village community groups; and the East Java Tourism Awareness Group Communication Forum (Pokdarwis).

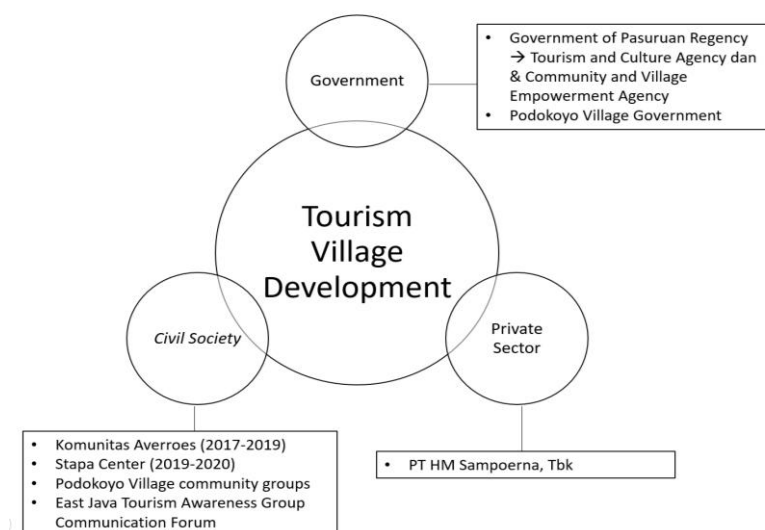


Figure 1 Scheme of Network Governance Actors Podokoyo Tourism Village Development
Sumber: processed by writers, 2022

Network Governance is a strategic choice to be implemented in optimizing the development policy of the Podokoyo Tourism Village. The rural sector tourism development

policies should be more effective and efficient through collaboration among Village stakeholders.

It seems so vital to engage and build networks with other actors, especially for other governance actors, such as civil society and business elements. It is a logical consequence of a paradigm reform in the administration of public affairs (including the development of tourist villages) that is called from Government to Governance.

The Tourism Village project has begun to be implemented in 2017. It consists of several collaborative activities, such as coordination and consultation activities between stakeholders, training classes for identification and planning of Tourism Village development concept, implementation of Tourism Village development, and evaluation of Tourism Village development. These collaborative activities involve applying the principles of network governance, which include trust, network goal consensus, the need for network-level competencies, and the number of participants. These four principles are values that determine success in implementing network governance-based collaboration in the development of the Podokoyo Tourism Village.

4.1. Trust

Trust is one of major capital in dealing with differences between stakeholders to prepare for collaboration. These differences include various aspects ranging from organizational culture, orientation, and motivation of each stakeholder. The Efforts to build trust in the practice of network governance in the development of the Podokoyo Tourism Village are implemented partially or indirectly by involving all stakeholders directly. First, trust building between PT HM Sampoerna and Komunitas Averroes for the 2017 – 2018 period. Then the trust building continued with the Stapa Center for the 2019 - 2020 period.

The trust to manage PT HM Sampoerna's CSR program given to the two NGOs engaged in community empowerment is due to the precise track records of the two NGOs in community empowerment, especially in the East Java Province. At the beginning of the collaboration process between the two stakeholders, the Community Averroes submitted a proposal to PT HM Sampoerna by designing Village community empowerment in several locations, including Pasuruan Regency. The Stapa Center did the same thing to continue this program in 2019.

Furthermore, in early 2017, the first meeting was held and was attended by PT HM. Sampoerna, Village Government as the program target, Regional Development Planning Agency, Tourism and Culture Agency, and the Community and Village Empowerment Agency. However, at the forum, the trust of all stakeholders has not yet been built, considering that the forum is only a socialization to convey to the related village government that a village community empowerment program will be carried out in each selected Village. In the forum, it was also not explicitly explained for developing Tourism Village, but rather the economic empowerment of the Village community.

The next step is trust building between the Averroes Community and the Pasuruan Regency Government. In this context, the Komunitas Averroes communicated directly with the Regent of Pasuruan, Irsyad Yusuf and at that moment, the Regent of Pasuruan quickly put their trust in the Komunitas Averroes to implement CSR programs from PT HM. Sampoerna. The regent also hopes that the CSR program will support *the Maslahat* Village program. However, when the Komunitas Averroes began to coordinate and communicate to

build trust in the relevant Regional Apparatus (OPD), distrust emerged from both the Disparbud and DPMD of Pasuruan Regency. It is due to the negative stigma attached to local NGOs. The government feels that the performance of NGOs is only for criticizing and finding the governments at fault.

The stigma began to disappear when the Komunitas Averroes communicated intensely with the related OPD parties to report the results of PT HM'Sampoerna's CSR program activities. PT HM. Sampoerna selected Podokoyo Village as one of the program targets. In the end, the Pasuruan Regency Government fully trusts Komunitas Averroes because of its good track record in community empowerment programs. Komunitas Averroes also routinely reports about the program in Podokoyo Village to the OPD. It seems that Komunitas Averroes implement the program accountably. So, Komunitas Averroes became a partner of the Pasuruan Regency Government to develop Podokoyo Tourism Village.

Not much different from what the Averroes Community experienced during initial communication and coordination with the related PD, the same thing also colored the development of trust between the Komunitas Averroes and the Podokoyo Village government. At first, the Podokoyo Village Head thought that the Komunitas Averroes was an NGO whose only purpose was to find fault with the implementing of the Podokoyo Village development. This perception is reasonable, considering that most NGO performance in Pasuruan Regency is only trying to find fault with the village government and use it for the benefit of the NGO. However, when representatives from the Komunitas Averroes had a dialogue with the Village Head and the Village apparatus by conveying the goal of empowering the Village community and obtaining approval from the Pasuruan Regent, trust began to build between the two stakeholders.

Ultimately, the Komunitas Averroes can build trust with stakeholders who become networks in the network governance policy to develop Tourism Villages. Initial direct coordination and communication become crucial because then each stakeholder can fully understand the purpose of the collaboration. Furthermore, in 2019 the collaboration was continued by the Stapa Center as an NGO that carried out the CSR program for village community empowerment from PT. HM Sampoerna. It is due to the expired cooperation contract between the Averroes Community and PT. HM. Sampoerna. The change of hands in charge of the program from the Komunitas Averroes to the Stapa Center is not a form of distrust from PT HM. Sampoerna. It is an effort to provide space and opportunity for local NGOs in Pasuruan Regency to be involved in community empowerment and the Tourism Villages development. Therefore, the Stapa Center has no difficulty in building trust among stakeholders and continuing the Tourism Village development.

4.2. Network Goal Consensus

Consensus is a crucial factor in any activity on the network governance agenda. The stakeholders can embody a consensus after the meeting of interests between each collaborating group. First, the Pasuruan Regency Government's interest is in improving the economy of the Village community. So far, the Pasuruan Regency Government has faced many challenges with this agenda. The challenges are in the form of limited budget and the number of apparatus resources owned.

In addition, the Pasuruan Regency Government also has a *Maslahat* Village Program, as mandated in Pasuruan Regent Regulation Number 9 of 2016 concerning the *Maslahat*

Village Program. This program intends to improve aspects of village independence. *Maslahat* Village is an embedding for the disadvantaged category villages. So, this program encourages village economic development. The majority of *Maslahat* Villages are in areas with low accessibility to economic facilities and infrastructure. Therefore, one of the efforts to achieve *Maslahat* Village status is to implement micro-scale economic development through community empowerment. The activities should be based on their economic potential and open the market to economic activities by the community.

The civil society element consists of empowerment organizations and village communities. The empowerment organizations are interested in actively participating in community capacity building, one of which is in rural areas. It is in line with the vision of the Komunitas Averroes, namely "To become an intellectual-pluralist community that always strives to create a critical, independent and self-identified society." and the vision of the Stapa Center, namely "Promoting justice and social welfare in Indonesia."

Meanwhile, village community groups need an element of capacity building for economic activities and market access. They expressed their condition during the need assessment activity by the Averroes Community. Where community groups mentioned that they need a lot of assistance and training to develop their creative businesses if they are encouraged to become independent activities. They also need market access. So far, this is difficult for them to access because of limited facilities, infrastructure, and information about the outside world.

On the side of the business element PT. HM. Sampoerna has several interests. First, as a prominent industry operating in Pasuruan Regency, this company needs political stability to support investment. Local political stability can happen when PT. HM. Sampoerna can achieve harmony among the local government and society. Second, PT. HM. Sampoerna's interest in carrying out corporate social responsibility programs following the mandate of Article 74 paragraph (1) of Law Number 40 of 2007 concerning Limited Liability Companies, which states that companies that carry out their business activities in the field and or related to natural resources. Natural resources are obliged to carry out Social and Environmental Responsibilities. It is confirmed in Government Regulations 47 of 2012 concerning the Social and Environmental Responsibility of Limited Liability Companies.

Of the three elements, each interest meets each other through formally and informally meeting activities before the program takes place. The collaboration between Komunitas Averroes and the Village Government, including Podokoyo Village, was packaged in an activity with the theme of the Program Synchronization Workshop, which took place at Bess Resort, Malang Regency on 6-8 November 2018. Prior to the signing of the MoU, Averroes and the Village Government conducted data and information exploration and delivered general opinions regarding the program to be implemented.

4.3. Need for network-level competencies

With the formal commitment agreement between the parties, the program activities proceed their respective duties and functions. The element of civil society is a vital element that is the key to the success of achieving the expected targets. In this case, the Komunitas Averroes opens vacancies for empowerment which will be directly involved in activities in the field by assisting in the Village. The Komunitas Averroes conducts a rigorous selection by looking at the experience, skills, knowledge, and communication skills of potential empowerment facilitators. After the selection, the Komunitas Averroes often conducts

internal capacity building and involves representatives of stakeholders from the empowerment target group. The capacity building activity improves the skills and knowledge of empowerment in the field, where they will face complex and dynamic problems.

The Stapa Center, as one of the NGOs in the field of community empowerment, did the same thing. Of course, this institution already has competent facilitators. Moreover, the human resources for community empowerment from the Stapa Center are assistants who previously participated in the Podokoyo Tourism Village development program with the Averroes Community. So that in terms of vision, it will be in line to further optimize efforts to develop Podokoyo Tourism Village.

Meanwhile, from the community side of Podokoyo Village, the presence of the Tourism Village development program can have implications for capacity-building efforts in terms of village tourism management through meeting classes conducted by the Komunitas Averroes and the Stapa Center. Village youth and Village Government initiate establishment of the Podokoyo Village Tourism Awareness Group (Pokdarwis). This institution runs the management of tourism objects in Podokoyo Village, starting from the construction of tourist facilities and infrastructure, routine management, and marketing or tourism promotion.

In order to control that each element can carry out its role correctly, a routine monitoring and evaluation agenda is implemented by involving stakeholders and the three elements involved. During this periodic monitoring and evaluation activity, many ideas become new inputs to solve problems during the empowerment process.

4.4. Number of participants

The number of participants in Podokoyo Village who participated in the Tourism Village Development Program through the Komunitas Averroes Agribusiness and Innovative Village Agrotourism Education Program (PADI) was 30. Each participant is a Village human resource selected by the Averroes Community. These participants are representatives of economic groups in the Village, especially those related to creative businesses in the manufacturing of processed food/beverages, tourism, and farmer groups.

In addition, the Komunitas Averroes also actively involves government institutions in the scope of Podokoyo Village, the Regional Government of Pasuruan Regency, which consists of Regional Heads, and organizations authorized in Village governance, tourism, and agriculture. Beside it, Komunitas Averroes also establishes communication with the East Java Provincial Tourism Office to promote and expand the Pokdarwis communication forum network. It is one of the strategies to increase the scale of program collaboration.

However, all these institutions are not always intensely involved in the development of the Podokoyo Tourism Village. Only a few are actively involved both in terms of human resource support, budget, and support in the form of transfer of knowledge through consultation and coordination. These institutions are the Komunitas Averroes, Stapa Center, East Java Pokdarwis Communication Forum, Podokoyo Village Government, Pasuruan Regency Tourism and Culture Office, Pasuruan Regency Community and Village Empowerment Service, Podokoyo Village Institutions (Village Government and other elements of Village institutions), Pokdarwis Podokoyo Village and PT HM. Sampoerna.

4.5. *Output and outcome of Tourism Village Development*

Komunitas Averroes and Stapa Center always upload every activity of the Podokoyo Village on social media. The Instagrams are @averroes.or.id and @stapacenter. Then, the websites are padi.averroes.or.id and www.stapacenter.org. The information from social media is crucial, since it can provide and expand information to the general public about the output of the tourism village program. This relates to the purpose of one of the program approaches called working out loud. This approach provides an overview of every program/activity that can be implemented while sharing information. Second, it is possible to document and inform the results in real-time. Lastly, networking to get support from many parties. As an impact of this approach, Podokoyo Village has a new network in the development of the agro-tourism sector. Many local tourists get information from the media, either managed by Averroes or belonging to Podokoyo Village.

In general, there are three achievements during this network, namely: first, Podokoyo Village has succeeded in having superior Village products in the form of tourism objects in the village, products in the agricultural sector, and local Small and Medium Enterprise (UMKM) products in the Village. The network succeeds in developing 2 leading tourist destinations in Podokoyo Village, such as Bromo Fun Tracking, Bromo Jeep Tour, and traditional or cultural Hindu religious rituals. Some of the rituals are making *sesajen*, *kasada*, and other religious rituals. In terms of products in agriculture, the programs and activities carried out by the Averroes Community and the Stapa Center can optimize one of the superior agricultural products, namely Potatoes, so that they can compete successfully in the agribusiness industry market. Meanwhile, in terms of UMKM products, Podokoyo Village can develop Batik Cap Tengger into one of the attractions supporting Podokoyo Tourism Village.

Second, the network in the development of the Podokoyo Tourism Village has succeeded in developing the capacity of Podokoyo Village's human resources in tourism management. It is a contribution from the several training class activities carried out by the Komunitas Averroes and the Stapa Center, both in the context of village asset appraisal training, tourism village management training, and media promotion/marketing training. In addition, the capacity-building training is also implemented by OPD elements of the Pasuruan Regency Government through training for Pokdarwis and homestay management organized by the Tourism and Culture Agency.

Third, Podokoyo Village has succeeded in obtaining the *Maslahat* Village title as the program is one of the priority programs of the Pasuruan Regency Government, which has been implemented since 2016. With the title *Maslahat* Village, Podokoyo Village can create a prosperous community condition; good health and quality education; and a healthy environment, a productive, competitive, and independent society.

V. **Conclusion and Recommendation**

The Podokoyo Tourism Village development network has implemented elements in the concept of network governance, trust, consensus on goals, network level competency requirements, and the number of participants. The tourism Village development impacts three achievements. First, Podokoyo Village has succeeded in having superior village products in the form of tourism objects in the village, products in agriculture, and local

UMKM products. Second, the network in the development of the Podokoyo Tourism Village has succeeded in developing the capacity of Podokoyo Village's human resources. Third, Podokoyo Village succeeded in obtaining the *Maslahat* Village predicate.

Overall, the Podokoyo Tourism Village development network has provided tangible benefits for village development. Nevertheless, there are a number of obstacles that hinder this program. In this network, the role of government elements is minimal, especially the role of the Pasuruan Regency Government through the OPD in charge of village tourism, namely the Tourism and Culture Agency and Community and Village Empowerment Agency. The OPD of Pasuruan Regency Government programs and activities are still too focused on regional tourism objectives. The local government does not touch on the aspects of tourism development in terms of implementing village institutional development and supervision.

We recommend that the local government of Pasuruan increase its institution capacity, especially the Tourism & Culture and Community & Village Empowerment Agencies in dealing with the future challenge of village tourism in the region.

References

- Afala, La Ode Machdani dan Rachmad Gustomy. (2021). Governability, New Development, and Rural Economy at Sanankerto Village, Indonesia. *Journal of Governance*. 6 (1): 1-22.
- Antlov, H., Wetterberg, A., & Dharmawan, L. (2016). Village Governance, Community Life, and the 2014 Village Law in Indonesia. *Bulletin of Indonesian Economic Studies*, 52 (2): 161-183.
- Budiyah, Feriani. (2020). Implikasi Pengembangan Desa Wisata terhadap Peningkatan Ekonomi Masyarakat Lokal Studi di Desa Ketenger. *Jurnal Ekonomi, Bisnis, dan Akuntansi (JEBA)*, 22 (2):182 -190
- Cornailes Lay dan Wawan Masudi. (2005). Perkembangan Kajian Ilmu Pemerintahan. *Jurnal Ilmu Sosial dan Ilmu Politik*. 2 (9): 225-240
- Eko, Sutoro dkk. 2014. *Desa Membangun Indonesia*. Available from <https://www.pdfdrive.com/buku-desa-membangun-indonesia-sutoro-ekopdf-e40995601.html> (Accessed July 14, 2022)
- IRE and Yayasan TIFA. (2019). *Policy Brief (Mengembangkan Ekonomi Desa yang Demokratis)*. Yogyakarta.
- Keith G. Provan, Patrick Kenis. (2008). Modes of Network Governance: Structure, Management, and Effectiveness, *Journal of Public Administration Research and Theory*. 18 (2): 229-252.
- Kementerian Pariwisata dan Ekonomi Kreatif. 2020. *Rencana Strategis 2020-2024*
- Kim, Junki. (2006). Networks, Network Governance, And Networked Networks. *International Review of Public Administration*. 11 (1): 19-34

- Lesmana, Very Yudha. 2019. *Podokoyo, Desa Wisata Berbasis Kebudayaan*. Stapacenter.org. <https://stapacenter.org/2019/02/10/podokoyo-desa-wisata-berbasis-kebudayaan/>
- Luthfi, Widhi. (2021). *Jumlah Desa Wisata Kian Meningkat dan Bentuk Sinergi Banyak Pihak Kelola Potensi Desa*. Goodnewsfromindonesia.id. <https://www.goodnewsfromindonesia.id/2021/09/07/jumlah-desa-wisata-kian-meningkat-bentuk-sinergi-banyak-pihak-kelola-potensi-desa>
- Miles, Matthew B., A. Michael Huberman, and Johnny Saldana. 2014. *Qualitative Data Analysis: A Methods Sourcebook*. California: Sage Publications Inc.
- Pambudi, Sulung Satriyo Irkham, Agus Suryono, Endah Setyowati. (2020). *Collaborative Governance Towards Development of Eco-Based Tourism Village in Kalipucang Village, Pasuruan Regency*. *Wacana, Jurnal Sosial dan Humaniora*. 23 (2): 1-13.
- Pemerintah Kabupaten Pasuruan. 2016. *Rencana Induk Pengembangan Kepariwisata Daerah Tahun 2016-2025*
- Putra, Dwi Aditya. (2018). *Data BPS: Indonesia Miliki 1.734 Desa Wisata*. Merdeka.com. <https://www.merdeka.com/uang/data-bps-indonesia-miliki-1734-desa-wisata.html>
- Santosa, Eren Dea Ajeng Inggil. (2015). Pengembangan Objek Pariwisata sebagai Upaya untuk Meningkatkan Ekonomi Lokal (Studi Kasus Objek Wisata Banyu Biru di Kabupaten Pasuruan). *Jurnal Administrasi Publik (JAP)*. 3 (1): 89-95
- Silalahi, Ulber. (2012). *Metode Penelitian Sosial*. Bandung: Refika Aditama.
- Yurisma, Dhika Yuan. (2021). Aset Budaya sebagai Konsep *Destination Branding* Desa Ngadas Kabupaten Malang. *Jurnal Bahasa Rupa*. 5 (1): 1-9.