

Research Article

# Optimizing the Use of Village Funds in Efforts to Develop Pethung Park Tourism in Belik Trawas Village, Mojokerto

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**Abstract:** This study aims to analyze the optimization of the use of Village Funds in efforts to develop Pethung Park tourism in Belik Village, Trawas District, Mojokerto Regency, using the New Public Governance (NPG) theoretical approach from Osborne and Gabler. NPG theory emphasizes the importance of collaboration, participation, networking, decentralization, as well as transparency and accountability in public governance. This study uses a qualitative descriptive method by collecting data through interviews, observations, and documentation involving the village government, BUMDes, Pokdarwis, and the local community. The results of the study show that the Belik Village government has succeeded in making optimal use of the Village Fund as an instrument of local economic development and a means of community empowerment. The Village Fund is directed to tourism infrastructure development, human resource training, and digital-based tourism promotion. Collaboration between village governments, communities, and the private sector through BUMDes and Pokdarwis is able to create participatory and sustainable development governance. The real impact can be seen from the increase in the number of tourist visits, the growth of MSMEs, and the increase in the village's original income. This study concludes that NPG-based governance practices in Belik Village have resulted in development effectiveness and strengthened village economic independence. The results of this study can be a model for other villages in implementing the management of Village Funds for the tourism sector based on collaboration and community participation towards sustainable village development.

**Keywords:** Dana Desa, Pethung Park, New Public Governance, Pariwisata Desa, Pemberdayaan Masyarakat.

Receive: June 21, 2025;

Revised: August 15, 2025;

Acceptance: October 14, 2025;

Published: December 29, 2025;

Curr. Ver.: December 29, 2025.



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## 1. Introduction

Village development is an inseparable component of national development aimed at improving community welfare and reducing regional disparities (Nasution, 2021). Villages hold a strategic position as the lowest level of government that directly interacts with local communities and serves as the frontline in the implementation of development programs. In accordance with Law Number 6 of 2014 on Villages, the government grants greater authority to villages to govern and manage community interests based on local initiatives, original rights, and customary values. One concrete manifestation of this policy is the provision of Village Funds (Dana Desa) sourced from the State Revenue and Expenditure Budget (APBN), which are intended to accelerate village development and enhance the welfare of rural communities (Mulalinda, Sumampow, & Kimbal, 2021). The Village Fund is expected to function as a strategic instrument in supporting national priority programs, including poverty alleviation, community empowerment, and the development of local village potential. One sector that exhibits significant potential for development through the utilization

of Village Funds is community-based tourism or village tourism. The tourism sector has been widely recognized for its multiplier effect on the local economy, as it stimulates the growth of related sectors such as trade, culinary services, accommodation, transportation, and creative industries. Therefore, the development of village tourism represents a strategic step toward achieving rural economic self-reliance, in line with the Sustainable Development Goals (SDGs Village), particularly Goal 8 on Decent Work and Economic Growth (Basiru, Ejiiofor, Onukwulu, & Attah, 2023).

One village with substantial tourism potential in Mojokerto Regency is Belik Village, located in Trawas District. Geographically, Belik Village is situated in a mountainous area characterized by a cool climate and attractive natural landscapes. The village is endowed with abundant natural resources, including pine forests, waterfalls, and fertile agricultural land. These geographical and environmental attributes constitute essential capital for the development of nature-based tourism or ecotourism (Pinontoan, Wihardi, Lestari, & Kristanty, 2024). Leveraging these advantages, the local community, in collaboration with the village government, initiated the development of the Pethung Park tourism destination, which adopts a nature- and education-based tourism concept grounded in community participation. Nevertheless, the development of Pethung Park has not yet achieved optimal outcomes. One of the major constraints lies in the limited capacity for managing and utilizing Village Funds to support infrastructure development, promotion, and human resource enhancement in the tourism sector (Wibowo, Muljaningsih, & Satria, 2021). Many villages in Indonesia, including Belik Village, continue to face challenges in the planning, budgeting, and monitoring of Village Fund utilization, resulting in funding allocations that do not fully align with long-term village development priorities. This situation contrasts with the mandate of the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (Permendesa PDTT) Number 7 of 2021 on the Priority Use of Village Funds, which explicitly identifies the development of local economic potential based on natural resources and socio-cultural assets, including tourism, as a key funding priority (Widiati & Permatasari, 2022).

Optimizing the utilization of Village Funds extends beyond technical and administrative considerations to encompass community participation, institutional capacity, transparency, and public accountability (Hakim et al., 2022). As autonomous governmental entities, villages are required to possess strong planning capabilities, data-driven program formulation, and adequate managerial capacity to ensure that Village Funds effectively contribute to improving community welfare. The allocation of Village Funds should not be limited solely to physical infrastructure development, such as tourism facilities, roads, and public amenities, but should also prioritize the strengthening of tourism institutions, human resource development, and digital-based marketing strategies. In this way, the utilization of Village Funds can be more sustainable and generate greater economic value for local communities. Furthermore, the optimization of Village Funds for tourism development necessitates strong synergy and collaboration among key stakeholders. The village government, Village Consultative Body (BPD), Village-Owned Enterprises (BUMDes), tourism awareness groups (Pokdarwis), and local communities must work in a coordinated and integrated manner. Such multi-actor collaboration reflects the core principles of good governance at the local level, where participation, transparency, accountability, effectiveness, and efficiency serve as fundamental pillars in village development decision-making processes (Lazuardi & Wahidahwati, 2022).

Pethung Park holds significant potential to be further developed as a leading nature-based tourism destination in Mojokerto Regency. This area offers distinctive attractions, including dense pine forests, a cool mountainous climate, and scenic

landscapes that are highly suitable for nature tourism, camping activities, and environmental education. Nevertheless, its development faces several challenges, such as limited promotion, inadequate supporting infrastructure, a lack of innovation in tourism activities, and suboptimal community involvement in management (Prihanta, Purwanta, & Muzzudin, 2022). These conditions indicate a clear gap between the existing potential and the actual outcomes achieved. Therefore, optimizing the utilization of Village Funds becomes a crucial strategy to address these constraints. Village Funds can be directed toward strengthening tourism institutions through the establishment and enhancement of Village-Owned Enterprises (BUMDes) or tourism awareness groups (Pokdarwis), providing entrepreneurship and tourism-related training for local communities, and developing environmentally sustainable tourism facilities (Pratidina Santoso, 2022). In addition, Village Funds can support digital promotion through social media and online tourism platforms to expand market access. With an appropriate and well-targeted strategy, Village Funds can function as a local economic stimulus that fosters the sustainability of Pethung Park while simultaneously reinforcing the identity of Belik Village as a competitive tourism village (Wastiti, Purnaweni, & Zarkasyi, 2020).

Optimizing the utilization of Village Funds necessitates a participatory and potential-based village development planning process. This process encompasses several key stages, including needs identification, priority setting, the formulation of the Village Government Work Plan (RKPDs), as well as the evaluation and supervision of program implementation (Agusnawati, Nurfadillah, Wiradana, & Mukhtar, 2024). Active community engagement in village deliberation forums is a critical determinant of success, ensuring that Village Funds are allocated to programs that are relevant to local needs, including the development of Pethung Park as a central hub for the village's economic and social activities. Moreover, the optimization of Village Funds must also incorporate sustainability considerations (Fasa, Berliandaldo, & Prasetio, 2022). The use of Village Funds for tourism development should not be short-term or merely infrastructure-oriented, but rather strategically directed toward strengthening community capacity to enable independent and sustainable tourism management. This principle aligns with the Community-Based Tourism (CBT) approach, which emphasizes local communities as the primary actors in the entire process of tourism development, management, and benefit distribution. Consequently, Pethung Park serves not only as a source of village income, but also as a medium for community empowerment and environmental conservation (Angela, 2023).

## **2. Preliminaries or Related Work or Literature Review**

### **2.1. Village Funds as an Instrument of Local Economic Development**

The Village Fund represents a fiscal policy instrument designed to enhance the welfare of rural communities by strengthening local economic capacity (Junaid, 2023). As mandated by Law Number 6 of 2014 on Villages, Village Funds are derived from the State Revenue and Expenditure Budget (APBN) and distributed to all villages across Indonesia to finance governmental administration, development implementation, community empowerment, and social development. Furthermore, Government Regulation Number 60 of 2014, as amended by Government Regulation Number 8 of 2016, stipulates that Village Fund management must be conducted in a transparent, participatory, and accountable manner. These principles are intended to ensure that every unit of funding delivers tangible and measurable benefits to village communities. The Ministry of Villages and Rural Development (2021) further emphasizes that the Village Fund is directed toward three primary priority areas: (1) the economic recovery of rural communities, (2) the improvement of human resource quality, and (3) the strengthening of social and environmental resilience.

The Village Fund serves as an instrument of fiscal decentralization that enables villages to determine their development orientation based on local potential and territorial characteristics

(Aziza & Srimarchea, 2023). Village Funds can function as a local fiscal stimulus that promotes productive economic activities in leading sectors such as agriculture, livestock, and tourism. Through this mechanism, villages are provided with institutional space to innovate by transforming natural, social, and cultural resources into new forms of community-based economic strength. The optimization of Village Funds is also closely linked to the implementation of good governance principles at the local level (Fakhriyah, Yeyendra, & Marianti, 2021). Good village governance encompasses transparency, participation, accountability, effectiveness, and equity in both development planning and implementation processes. In the absence of sound governance, Village Funds are vulnerable to misallocation, inefficiency, and limited impact on community welfare. Therefore, enhancing the capacity of village officials and strengthening community participation mechanisms constitute essential prerequisites for the effective optimization of Village Funds.

## 2.2 Concept of Village Tourism Development

Village tourism, commonly referred to as a tourism village, represents a model of community-based tourism development that emphasizes the active involvement of local residents in managing natural, social, and cultural resources. A tourism village is characterized as a rural area that presents an integrated atmosphere reflecting the authenticity of village life, encompassing preserved social structures, economic activities, cultural traditions, and environmental conditions. The primary objective of tourism village development is to achieve a balanced integration of environmental conservation, community empowerment, and economic growth (Kusuma & Wahyudi, 2023). The tourism potential of Belik Village is manifested through the development of Pethung Park as a nature-based tourism destination that capitalizes on the scenic beauty of pine forests, the cool mountainous climate, and the distinctive rural ambiance (Rahim & Nufus, 2021). This form of tourism development reflects the principles of sustainable development and aligns with the Village Sustainable Development Goals (SDGs Desa), particularly Goal 8 on Decent Work and Economic Growth and Goal 11 on Sustainable and Resilient Villages. The Community-Based Tourism (CBT) framework further emphasizes five fundamental principles:

1. Active participation of local communities in every stage of tourism activity;
2. Direct economic benefits for rural communities;
3. Cultural and environmental preservation as the main value;
4. Increasing the capacity of local human resources; and
5. Village institutional independence in tourism management.

This concept is highly relevant to the context of Belik Village, as it positions local communities as the primary actors rather than merely the beneficiaries of development initiatives. In practical implementation, the roles of Village-Owned Enterprises (BUMDes) and tourism awareness groups (Pokdarwis) are particularly strategic as local economic driving forces that facilitate the management of Pethung Park, ranging from ticketing systems and tourist area operations to the implementation of digital promotion strategies. Sustainable tourism development must be grounded in three fundamental dimensions: (1) economic sustainability, (2) socio-cultural sustainability, and (3) environmental sustainability. When Village Funds are allocated in a manner that integrates these three dimensions (Prasetyo, Irawati, & Satriawati, 2024), tourism development such as Pethung Park is not solely oriented toward short-term revenue generation, but also toward enhancing the long-term welfare and resilience of the Belik Village community.

## 2.3 Concept of Village Tourism Development

Optimization in the context of public administration can be interpreted as an effort to maximize available resources in order to produce the greatest benefits for the community. Strategic planning states that public policy optimization must go through eight stages, namely: (1) goal setting, (2) problem identification, (3) data collection and analysis, (4) alternative development, (5) alternative evaluation, (6) selection of the best alternative, (7) implementation, and (8) control and evaluation. This stage can be applied in the planning process and implementation of the Village Fund utilization program for the tourism sector in Belik Village. Optimizing the use of Village Funds includes several strategic aspects:

1. **Local potential-based planning:** The Belik Village Government needs to identify superior tourism potential and integrate it into the *Village Medium-Term Development Plan*

- (RPJMDes). With a participatory approach, the community can provide input so that the Village Fund is allocated appropriately, for example for the construction of road access to tourist sites, the procurement of promotional facilities, and the training of tourism managers.
2. **Strengthening village economic institutions:** The establishment or revitalization of BUMDes and Pokdarwis is important so that tourism management is more professional and sustainable. Village Funds can be used as initial capital to strengthen institutions, improve managerial capabilities, and provide equipment and facilities that support tourism operations.
  3. **Local community empowerment:** The use of Village Funds should be directed at increasing community capacity through tourism training, entrepreneurship, homestay management, and digital marketing. Thus, the community is not only a workforce but also a major actor in the village tourism value chain.
  4. **Tourism promotion and digitalization innovation:** The use of Village Funds for the development of digital promotion is very important in the era of information technology. This strategy can involve village youth in creative content creation, online marketing, and collaboration with local tourism influencers to introduce Pethung Park more widely.
  5. **Continuous monitoring and evaluation:** Optimizing Village Funds also requires a good supervisory system. The village government together with BPD and the community must conduct periodic monitoring so that every program financed by the Village Fund is in accordance with the goals, efficient, and sustainable.

Villages that successfully utilize Village Funds for the tourism sector generally have three main characteristics: (1) the strong commitment of the village head to the development of tourism potential; (2) synergy between the village government and the community; and (3) the existence of village economic institutional innovations that are adaptive to the market. This is an important lesson for Belik Village in developing Pethung Park as a leading tourist destination based on community participation. Thus, optimizing the use of Village Funds in Belik Village is not only interpreted as increasing the amount of budget allocation, but also as improving the quality of governance, strategic planning, and development innovation. Synergy between village governments, BUMDes, Pokdarwis, and the community is the key to realizing sustainable tourism that has a balanced economic, social, and environmental impact.

### 3. Method

The focus of this research is to analyze how the Village Fund is optimally utilized in supporting the development of Pethung Park tourism in Belik Village, Trawas District, Mojokerto Regency. This research is specifically directed to understand the extent to which the policies and implementation of the Village Fund contribute to the development of the tourism sector, including the role of the village government, Village-Owned Enterprises (BUMDes), and the community in the process of planning, implementing, and supervising the program. The main purpose of this study is to identify the form of utilization of Village Funds in the development of Pethung Park by using Village Funds in Belik Village. This study uses a qualitative method with a descriptive approach. The qualitative approach is used because this study seeks to understand in depth the social processes, policies, and dynamics of community participation in the management of the Village Fund, not just measuring the quantitative amount of the budget or the results of physical development.

This research was conducted in Belik Village, Trawas District, Mojokerto Regency, East Java Province. The selection of this location was carried out purposively because Belik Village is one of the villages that is developing the Pethung Park natural tourism destination by utilizing the Village Fund as one of the main sources of funding. This location was also chosen because it has strong tourism potential, active village government support, and community involvement in the management of tourism activities, so it is considered representative to examine the optimization of the Village Fund in the context of tourism. The data sources obtained were obtained directly from the field through *in-depth interviews*, participatory observations, and documentation of activities carried out by the village government, BUMDes, and community groups managing Pethung Park.

## 4. Results and Discussion

### Optimization of Village Funds in Belik Trawas Village, Mojokerto

The Belik Village Government functions the Village Fund as a core fiscal instrument in encouraging local economic development and strengthening governance based on community participation. The allocation of Village Funds is mainly used to support the development of the tourism sector and local MSMEs which are the pillars of the village economy. This approach is in line with the New Public Governance (NPG) paradigm which places village governments as facilitators and catalysts for economic development based on multi-stakeholder collaboration. Based on the 2024 APBDes document and interviews with village officials, the Village Fund is the main source of funding in the development of tourism supporting infrastructure, such as improving road access to Pethung Park, building toilets, prayer rooms, and land reclamation with a total budget of around Rp 80 million. The cast road infrastructure to Pethung Park has been realized through Village Fund funding, while the construction of paving roads is supported by the assistance of the Ministry of Des. The structure of the 2024 Regional Budget for Belik Trawas Village, Mojokerto consists of five main components:

**Table 1. 2024 Village Revenue and Expenditure Budget in Belik Trawas Village**

Components of the 2024 APBDes	Amount (Rp)
Village Original Income (PADes)	253.200.000
Village Fund (DD)	946.100.000
Village Fund Allocation (ADD)	429.589.000
Tax Revenue Sharing & Levy	183.763.709
Other Legal Income	16.538.000
Provincial Financial Aid	100.000.000
Regency/City Financial Assistance	150.000.000
Total APBDes	2.079.190.709

*Source: Researcher 2025*

Meanwhile, in terms of village spending, the largest allocation is directed to the fields of community development and empowerment as follows:

**Table 2. Village Fund Allocation in Belik Trawas Village**

Shopping Field	Nominal (Rp)
Implementation of Village Government	684.879.540
Rural Development (infrastructure & tourism)	1.222.140.654
Community Development	7.213.351

Community Empowerment	4.000.000
Disaster and Emergency Management	86.400.000
Total Spend	2.004.633.545

*Sumber: Penliti 2025*

The allocation of Village Funds is mostly directed towards the construction of local economic support facilities, including road repairs to tourist areas, the construction of MSME kiosks, and the development of Pethung Park facilities. In addition, the construction of tourist facilities has been carried out in stages since Pethung Park was established on November 18, 2022. The village government also received several external supports, including the first year of the Ministry of Villages' assistance of Rp 75 million for the construction of paving, assistance from the Provincial Parliament of Rp 100 million for the construction of gazebos, stages, tents, and generators, as well as the next Ministry of Village's assistance of Rp 250 million for the construction of the new Pring Sewu tourist area, art halls, swimming pools, and land purchases by BUMDes. The direction of the budget policy shows the priority of development based on local potential. The village government places tourism as a leading sector based on community-based tourism, where the entire activity planning process is through the Village Deliberation Forum (Musdes) involving village officials, BPDs, community leaders, youth, and MSME actors. This condition reflects the main principles of the NPG, namely participation and decentralization, which ensures that development program decisions are inclusive and responsive to the aspirations of the community.

The use of Village Funds in local economic development programs is regulated by Law No. 6 of 2014 concerning Villages, as well as Government Regulation No. 43 of 2014 which emphasizes that Village Funds can be used to improve community welfare through productive economic development based on local potential. Every year the village government establishes a Village Regulation (Perdes) on the APBDs, which is the legal basis for the implementation of physical and non-physical activities in Petung Park Tourism Village. The Petung Park development program began with the identification of the natural and social potential of the village, namely hilly areas and rice fields that have natural tourism attractions. Based on the results of village deliberations and RPJMDes, the Village Fund is directed to strengthen the tourism sector as a driver of the local economy. Analysis Based on Newman's Theory: (1) Goal Setting: The Village Government sets the main goal of creating tourism destinations based on nature and local culture to increase the village's original income, (2) Problem Identification: Identification of low community income and lack of productive economic activity in the village, (3) Data Collection & Analysis: Geographical and social data show high potential for natural tourism (hills and rice fields), and the availability of village-owned land, (4) Alternative Development: The Village Government considers several options, including agro-tourism, culinary tourism, and recreational parks; finally the concept of "Petung Park Tourism Village" was chosen because of the cost efficiency and attractiveness of the natural landscape.

**Table 3. Legal Basis and Initial Planning of Petung Park**

Year	Planning Documents	Focus Program	Source of Funds	Information
2021	RPJMDes 2021–2027	Tourism development based on local potential	Village Fund	Initial planning of the "Petung Park" concept
2022	Perdes No. 03/2022 concerning the Use of Village Funds	Development of tourism infrastructure (gazebo & garden area)	Village Fund	Beginning of program implementation
2023–2025	Annual APBDes	Improvement of facilities and tourist attractions	Village Fund & CSR	Stages of strengthening the local economy

*Source: Researcher 2025*

This policy shows that there is continuity between the legal basis, participatory planning, and the direction of concrete and measurable village economic development.

### **Annual Implementation and Development of Petung Park Tourism Village (2022-2025)**

The Petung Park Tourism Village program has been running gradually since **2022** and is a clear example of the implementation of the Village Fund for economic empowerment based on natural tourism and local culture.

1. **2022 Early Development and Tourism Opening:** On November 18, 2022, the official opening of Petung Park as a village tourist destination was carried out. At this stage, 13-units of gazebos, garden areas, and walkways for visitors were built. The village government emphasizes a simple nature tourism concept that involves the surrounding community in management, from area guards to ticket and parking managers. Newman's theory analysis: (1) Evaluation and Selection of Alternatives: From various alternative tourism activities, the village government chooses the priority of developing basic facilities that are able to attract visitors without large costs, (2) Implementation: Realization of the construction of gazebos and tourist areas using the allocation of Village Funds of IDR 180 million, (3) Evaluation and Control: Evaluation is carried out through the accountability report of the 2022 APBDes and the village deliberation forum.
2. **2023 Development of Tourism Facilities:** On December 25, 2023, a baby pool was built with a background of hills and rice fields. This development aims to expand the family tourism segment. Newman's theory analysis: (1) This stage reflects sustainable implementation, which adjusts to the demand of the tourist market and the results of the previous year's visitor evaluation, (2) The village government adds safe recreational facilities for children, resulting in an increase in visits of  $\pm 18\%$  compared to 2022.
3. **2024 Strengthening Cultural Attractions and Human Resources Capacity:** 2024 will be the consolidation stage of the program with two main activities: (1) August 25, 2024 will

build a local cultural attraction pavilion in the bamboo forest area, as a space for activities such as healthy gymnastics, leisurely walks, pencak silat, and bantengan, (2) September 13, 2024 will be held excellent service training by the University of Surabaya (Ubaya) for village tourism managers and staff. Newman's theory analysis: Alternative Data Collection & Development is reapplied in the context of improving the quality of services and tourism experiences, the implementation can be seen from collaboration between universities and village governments, as a form of knowledge transfer, and as a result, there is an increase in the professionalism of managers and visitor satisfaction which has an impact on increasing village income by  $\pm 12\%$  compared to 2023.

4. 2025 Development of "Preng Sewu" Traditional Market: On August 31, 2025, Preng Sewu Market was inaugurated, which is a traditional market that sells food and village specialties in the shady area of bamboo trees. This concept combines culinary tourism, creative economy, and environmental conservation. Newman's theory analysis: (1) This stage is an evaluation and control of the results of medium-term planning, (2) Petung Park is not only a tourist destination, but also a center of village economic activities with an MSME-based community empowerment system, (4) The village's original income has increased cumulatively by more than 40% compared to before the project started.

**Table 4. Physical and Economic Development of Petung Park (2022–2025)**

Year	Main Activities	Built Facilities	Friend	Economic Impact
2022	Opening of Petung Park	13 Gazebo	Village Government	New employment of 15 people
2023	Baby Pool Development	Children's pool & playground	BUMDes	Visits up 18%
2024	Cultural Pavilion & HR Training	Pendopo, excellent service training	University of Surabaya	12% increase in village income
2025	Opening of Preng Sewu Market	Bamboo traditional market area	Local MSMEs & CSR	Increase in village PAD by 40%

*Sumber: Peneliti 2025*

Overall, the implementation of Village Funds in the development of Petung Park Tourism Village shows adaptive and sustainable planning in accordance with Newman's planning theory. Each stage has a continuity between strategic planning, implementation, and evaluation based on community participation. This program not only contributes to the improvement of tourism infrastructure, but also encourages the empowerment of local communities, strengthening the village economy, and preserving culture and the environment.

The PAD of Belik Village is also encouraged through tourism income, with Pethung Park's contribution of Rp 315 million per year. The data describes the role of the Village Fund as a *stimulating fund* that encourages village economic growth gradually. The implementation of

the New Public Governance theory in Belik Village is reflected in the following five dimensions:

**Table 5. Implementation of Village Fund Utilization based on New Public Theory Governance.**

<b>NPG Principle</b>	<b>Implementation in Belik Village</b>
Collaboration	Collaboration between the village government, BUMDes Belik Mandiri, Pokdarwis, the Mojokerto Tourism Office, and educational institutions such as Ubaya University for NIB training and MSME halal certification.
Participation	Community involvement in program formulation through Musdes and Hamlet Deliberations.
Network Governance	Cooperation with the central government, provincial DPRD, and ministries through financial assistance for the construction of tourist facilities.
Decentralization	The village government has full autonomy in the management and prioritization of Village Funds according to local potential.
Transparency and Accountability	Financial management is carried out through Siskeudes, as well as information disclosure through village bulletin boards.

*Source: Researcher 2025*

The governance model moves from a traditional bureaucratic approach to *collaborative governance* that is more adaptive and responsive to village socio-economic dynamics. Pethung Park is a village tourism development center that was officially established on November 18, 2022. Initially, the tourist facilities were only in the form of 13 gazebos, but it developed significantly through a combination of funding from the Village Fund, the Ministry of Des, and the East Java Provincial DPRD. The village government places tourism development as a core strategy to improve the local economy. The form of utilization of the Village Fund for Pethung Park includes:

### **1. Tourism Infrastructure Development**

- a) Cast road to the Pethung Park area
- b) Public toilets (8 units) and 1 prayer room
- c) Land reclamation of tourist areas

Improvement of village roads from 3.5 meters wide to 4 meters

The construction of road paving and other infrastructure facilities is financed through the assistance of the Ministry of Agriculture and the Provincial Parliament.

### **2. Development of Tourism and MSME Human Resources**

- a) Digital marketing training by village governments and campus partners
- b) MSME halal education and certification by Ubaya University
- c) Training programs for tourism education packages such as plowing rice fields, etawa livestock, and bamboo forest exploration

Currently, there is an improvement in the quality of MSMEs, where around 20 to 30 percent of business actors already have NIB and halal certification.

### 3. New Tourism Development: Pring Sewu

Pring Sewu Tourism is a new destination for the village that started operating about two months ago. In total, there are 61 culinary MSME partners with traditional market themes, who sell local food products such as gempuk, klaning, sand crackers, and sellers who wear kebaya. This concept of cultural tourism strengthens the character of the village as a destination based on tradition and nature education.

### 4. Promosi dan Branding

Tourism promotion is still simple and based on the WhatsApp network. This shows the challenges of digital marketing and the need to innovate online promotion strategies to increase the competitiveness of destinations.

### Analysis Based on the New Public Governance Theory

Based on the theory of NPG (Osborne & Gabler), the practice of managing Village Funds in Belik Village shows the following characteristics:

1. **Collaboration:** there is a partnership between actors (villages, BUMDes, Pokdarwis, Tourism Office, communities).
2. **Participation:** the community is involved in the planning, implementation, and evaluation of tourism programs.
3. **Network:** villages build cross-sector relationships with the private sector and district governments.
4. **Decentralization:** the village government holds full autonomy in managing the Village Fund according to local potential.
5. **Transparency and Accountability:** the realization of funds and the results of activities are publicly communicated to the public.

These five principles show that the tourism governance model in Belik Village has transformed from a *top-down* pattern to a *collaborative governance* that is more adaptive, participatory, and sustainable. Overall, the results of the study show that the optimization of the use of Village Funds in Belik Village has succeeded in increasing the economic capacity of the community through the development of Pethung Park as a community-based tourist destination. Management based on the principles of New Public Governance is collaborative, participatory, transparent, and decentralistic, which has created effective development governance and has a direct impact on improving the welfare of residents and the growth of local MSMEs.

### Economic and Social Impact

The development of village tourism has a significant impact, although not all visit data has been formally documented. The current estimated visits are around 80 tourists per week and have reached 150 visits in one day from the Cheng Ho tourism community in Surabaya. The recorded impacts include:

1. PAD's contribution through Pethung Park is IDR 315 million per year

2. There are 61 MSME actors in Pring Sewu
3. Increase in MSME turnover, especially in special products such as banana chips, black sticky rice tape, and processed cassava products
4. The availability of educational tour packages based on village potential

In aggregate, the Village Fund has been proven not only to build infrastructure but also to encourage socio-economic transformation by fostering a creative ecosystem based on *community empowerment tourism*.

## 6. Conclusion

Based on the results of research and discussion on the development of Petung Park Tourism Village through the use of Village Funds, it can be concluded that the planning and implementation process of the program has been running systematically in accordance with the principles of development planning according to William H. Newman. The Village Government is able to set clear goals, identify potentials and problems, and develop alternative activities based on local potential. The implementation of the Village Fund is directed at strengthening the natural tourism sector, which is realized through the construction of physical facilities such as gazebos, children's pools, cultural halls, and traditional markets. Each stage of the activity is carried out based on village regulations and the results of participatory deliberations, thus ensuring accountability and relevance to the needs of the village community.

Empirically, the development of Petung Park shows a significant increase in the local economy and community empowerment. There has been a growth in village income of more than 40% since the program began, an increase in the capacity of human resources through excellent service training, and the growth of creative economic activities of the surrounding community. This program also plays a role in strengthening the village's cultural identity through local attractions such as pencak silat and bantengan, which also attract tourists. Thus, the management of Petung Park can be categorized as a model of tourism-based local economic development that is sustainable, participatory, and in accordance with the direction of inclusive village development.

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