

Village Government Action Plan for Independent Village Development Based on Tourism Villages

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Abstract

This study aims to analyze the village government's action plan for developing independent villages based on tourism, focusing on Ponggok Village, Klaten Regency. The main objective of this report is to determine the village government's action plan for developing independent villages based on tourism, the obstacles affecting the village government's action plan for developing tourism villages, and the evaluation conducted by the village government in developing Ponggok Village into an independent village based on tourism. This study highlights the tourism assets of Ponggok Village. The method used in this study is descriptive research with a qualitative approach, using data collection techniques through interviews, observation, and documentation. This study covers the important role of the village government and community involvement in managing tourist attractions. Several evaluations are conducted in the implementation of the program run by the Ponggok Village government, including daily, monthly, and quarterly reports. The main supporting factors in the implementation of this analysis are active community participation and support from relevant parties. Factors inhibiting the development of independent villages based on tourism include the continued need for additional resources, such as funding, facilities, and infrastructure, to sustainably support the village program. And there are still some communities who lack a thorough understanding of the concept of tourism villages and how to manage them. The conclusion of this study indicates that the role of local government is crucial in developing tourism villages. This implementation relies heavily on active community participation. Village governments must continuously improve the quality of human resources to better manage potential. Village governments must also encourage more active community participation in the village development process and continue to innovate in developing village potential. Educational institutions must collaborate with village governments to conduct research and community service programs focused on village development.

Keywords: Action Plan, Village Government, Independent Village Development Based on Tourism Villages

Abstrak

Penelitian ini bertujuan untuk menganalisis rencana aksi pemerintah desa dalam mengembangkan desa mandiri berbasis pariwisata, dengan fokus pada Desa Ponggok, Kabupaten Klaten. Tujuan utama laporan ini adalah untuk mengetahui rencana aksi pemerintah desa dalam pengembangan desa mandiri berbasis pariwisata, hambatan yang memengaruhi rencana aksi tersebut, serta evaluasi yang dilakukan oleh pemerintah desa dalam upaya menjadikan Desa Ponggok sebagai desa mandiri berbasis pariwisata. Studi ini menyoroti aset pariwisata yang dimiliki Desa Ponggok. Metode yang digunakan adalah penelitian deskriptif dengan pendekatan kualitatif, menggunakan teknik pengumpulan data berupa wawancara,

observasi, dan dokumentasi. Penelitian ini membahas peran penting pemerintah desa dan keterlibatan masyarakat dalam pengelolaan objek wisata. Berbagai evaluasi dilakukan dalam pelaksanaan program oleh pemerintah Desa Ponggok, termasuk melalui penyusunan laporan harian, bulanan, dan triwulanan. Faktor pendukung utama dalam pelaksanaan program ini adalah partisipasi aktif masyarakat serta dukungan dari pihak-pihak terkait. Faktor penghambat pengembangan desa mandiri berbasis pariwisata antara lain kebutuhan berkelanjutan akan sumber daya tambahan—seperti pendanaan, sarana, dan prasarana—untuk mendukung program desa secara berkelanjutan. Selain itu, masih terdapat sebagian masyarakat yang belum memiliki pemahaman menyeluruh mengenai konsep desa wisata dan tata cara pengelolaannya. Kesimpulan penelitian ini menunjukkan bahwa peran pemerintah daerah sangat krusial dalam pengembangan desa wisata. Keberhasilan pelaksanaannya sangat bergantung pada partisipasi aktif masyarakat. Pemerintah desa harus terus meningkatkan kualitas sumber daya manusia agar potensi desa dapat dikelola dengan lebih baik. Pemerintah desa juga perlu mendorong partisipasi masyarakat yang lebih aktif dalam proses pembangunan desa serta terus berinovasi dalam mengembangkan potensi desa. Institusi pendidikan perlu menjalin kerja sama dengan pemerintah desa untuk melaksanakan penelitian dan program pengabdian masyarakat yang berfokus pada pembangunan desa.

Kata Kunci: Rencana Aksi, Pemerintah Desa, Pengembangan Desa Mandiri Berbasis Desa Wisata

Introduction

Village development has become a top priority in Indonesia's national development policy as an effort to reduce regional disparities, improve community welfare, and strengthen local economic independence (Setyawan et al., 2025). The village development paradigm underwent a significant shift following the enactment of Law Number 6 of 2014 concerning Villages, which granted village governments broader authority to manage resources, formulate development plans, and develop economic potential according to regional characteristics (Diah, 2020). This change positions villages no longer as objects of development, but rather as subjects with the capacity to design development strategies independently, participatory, and sustainably. Therefore, the success of village development is largely determined by the village government's ability to develop action plans that integrate local potential with community needs (Handayani et al., 2024).

One development strategy that has grown rapidly in recent years is the development of tourism villages as an instrument for economic development based on local potential. Tourism villages are understood not only as tourism destinations but also as a development model that integrates economic, social, cultural, and environmental aspects through community empowerment (Krisnawati, 2021). The development of tourism villages provides opportunities for job creation, increased community income, preservation of local culture, and strengthening of village institutions. However, the success of tourism villages is not solely determined by the presence of attractive tourist attractions, but also depends on the capacity of village government governance in formulating policies, managing resources, building collaboration among stakeholders, and ensuring the sustainability of development programs (Septeri et al., 2024).

From a governance perspective, tourism village development requires a clear action plan to guide policy implementation. An action plan is an operational document that translates the development vision into targets, programs, activities, role allocations, success indicators, and evaluation mechanisms (Maria, 2025). Without a structured action plan, tourism village development tends to be sectoral, unsustainable, and difficult to achieve the goal of independent village development. Therefore, the quality of planning is a strategic factor determining the effectiveness of tourism-based village development (Panjaitan, 2025).

Various previous studies have shown that the success of tourism villages is influenced by community participation, village government leadership, institutional capacity, innovation of Village-Owned Enterprises (BUMDes), and collaboration with the private sector and local governments (Sidiq & Resnawaty, 2017; Udayani et al., 2024; Rahmah & Raharjo, 2024). However, most research still focuses on the economic impact of tourism villages, levels of community participation, destination marketing strategies, and BUMDes management (Ababil & Yulistiyono, 2022; Aeni et al., 2021). Studies specifically analyzing how village governments develop and implement action plans as instruments for independent village development are still relatively limited. Action plans serve as a bridge between planning documents and policy implementation, thus determining the consistency of the long-term direction of village development.

These limitations of the study indicate the need for a deeper analysis of the process of developing village government action plans in developing independent villages based on tourism. This analysis is important because the success of village development depends not only on the size of the budget or the potential resources available, but also on the village government's ability to translate the development vision into measurable programs, involve the community, and adapt to social, economic, and environmental dynamics (Nurhayati et al., 2025). Therefore, research on village government action plans can provide a more comprehensive perspective on effective and sustainable village development governance.

As one of the areas designated as a tourism development area in the Central Java Provincial Spatial Plan, Klaten Regency has significant potential for developing tourist villages. One prominent village is Ponggok Village, Polanharjo District, which has successfully developed its potential springs (umbul) into a leading tourist destination through the management of the Village-Owned Enterprise (BUMDes) Tirta Mandiri. This transformation not only increased Village Original Income but also encouraged infrastructure development, community empowerment, and strengthening the local economy. This success makes Ponggok Village a relevant case study for examining how village governments design action plans to realize independent village development based on tourism (Kiswanto & Susanto, 2019).

Based on this description, this study aims to analyze the Ponggok Village Government's action plan for independent village development based on tourism. This research is expected to enrich public administration studies, particularly regarding village government strategic planning in tourism village development, while also

providing recommendations for other village governments in developing participatory, adaptive, and sustainable village development action plans.

Method

The research approach used in this study is descriptive with a qualitative approach. Meanwhile, the focus of this study is the theory of innovation success factors according to Cook, Matthew, and Irwin in Ningtias (2018). In this study, the subjects of this study are the village community and the Ponggok Village government involved in village development. The object of this research includes the village government's action plan and tourism development aimed at creating an independent village based on village tourism. This research was conducted from July 7-10, 2024, and took place in Ponggok Village, Polanharjo District, Klaten, Central Java. Data collection techniques in this study were through interviews, observation, and documentation. Meanwhile, the data analysis technique used qualitative data analysis, following the concept given by Miles and Huberman (1984) which consists of data collection, data reduction, data presentation, and drawing conclusions/verification. The research method is a scientific way to obtain data with specific goals and uses. In order for research to be tested and accountable, research must use scientific methods and applicable regulations, while of course paying attention to the suitability of the field conditions where the research is carried out (Sugiyono, 2013).

Result and Discussion

Implementation of the Village Government Action Plan for Developing Independent Villages Based on Tourism

The Ponggok Village Government's action plan for realizing an independent village based on tourism is implemented through various strategic programs designed to optimize the potential of local resources while improving community welfare. The action plan is not solely focused on developing the tourism sector but also integrates aspects of economic empowerment, strengthening village institutions, and improving the quality of human resources. This approach demonstrates that village development is carried out comprehensively, placing the community as the primary actor in every development process. Various programs implemented, such as the development of the Tirta Mandiri Village-Owned Enterprise (BUMDes), empowering community micro-enterprises, and managing the Umbul Ponggok tourist destination, demonstrate that the village government is implementing a sustainable development strategy based on local potential. Thus, the action plan not only generates village economic growth but also strengthens the community's capacity to independently manage its resources.

One key implementation of the action plan is the strengthening of the Tirta Mandiri Village-Owned Enterprise (BUMDes) as a driving force for the village economy. Established on December 15, 2009, BUMDes Tirta Mandiri aims to increase village income, manage local assets and potential, and expand economic opportunities for the community. Over time, the Village-Owned Enterprise (BUMDes) has functioned not only as a tourism destination management institution but has also evolved into a village economic institution managing eleven business units, including tourist attraction

management, facility rentals, shops, culinary stalls, and various other supporting businesses. The performance of the BUMDes has contributed significantly to Village Original Income (PADes), reaching approximately IDR 2.7 billion in 2023. This achievement demonstrates that the success of village tourism development is heavily influenced by the capacity of village institutions to manage economic potential professionally, transparently, and with a focus on sustainability.

The success of the Tirta Mandiri BUMDes is also evident in its ability to develop natural resource potential into value-added economic products. Ponggok Village, with its abundant water sources and a center for tilapia cultivation, utilizes this commodity as the raw material for a locally processed product under the brand name "Nila Murni Ponggok." This product is an innovation developed by the village's Small and Medium Enterprises (SMEs) group as a form of business diversification that supports the development of the community's creative economy. The abundant availability of raw materials and the high quality of tilapia provide a competitive advantage in maintaining sustainable production. The development of these local products demonstrates that the village government is not only focused on increasing tourist visits but also strives to create new economic value through the downstream processing of local commodities, ensuring that the benefits of development can be felt more broadly by the community.

The implementation of this action plan is also reflected in community empowerment efforts through the development of community-based businesses. The Nila Murni SME involves residents from six neighborhood associations (RW) divided into five Family Empowerment and Welfare (PKK) groups, with each group having between eight and fifteen members. This empowerment model provides opportunities for the community, particularly women, to be directly involved in product production, processing, and marketing. In addition to creating jobs, this model also enhances the community's entrepreneurial capacity through the application of sociopreneurship concepts. To enhance product competitiveness, the village government, along with business groups, is also encouraging halal certification, micro-business licensing, and improving product quality standards. These steps demonstrate that tourism village development in Ponggok Village is not solely focused on the tourism service sector, but also on developing a local economy based on community empowerment and strengthening micro-enterprises.

The One House, One Graduate Program is one implementation of the Ponggok Village Government's action plan, focusing on human resource development as the primary foundation for realizing an independent village. This program is motivated by the village government's awareness that development depends not only on the availability of natural resources and infrastructure, but also on the quality of human resources capable of professionally managing the village's potential. Therefore, the village government strives to increase access to higher education for the community, with the hope that every family in Ponggok Village will have at least one member with a bachelor's degree. The presence of educated personnel is expected to strengthen the village's institutional capacity, improve the quality of public services, and foster innovations that support village development based on local potential.

The One House, One Graduate Program is implemented through the provision of tuition assistance to students from Ponggok Village. The village government provides assistance of Rp300,000 per month for students with a Grade Point Average (GPA) below 3.00 and Rp500,000 per month for students with a GPA above 3.00. This scheme not only aims to ease the burden of education costs but also serves as an incentive to encourage students to improve their academic performance. The program is managed directly by the village government, involving the Village Head, Village Secretary, and Head of Financial Affairs, with funding sourced from Village Original Revenue (PADes). Sustainable management over seven years demonstrates the village government's commitment to making education investment a long-term development strategy.

The One House One Graduate Program has had a broader impact than simply increasing higher education enrollment rates. This program has fostered community awareness of the importance of education as a social investment that can improve the quality of life for families. Furthermore, college graduates are expected to return to their villages to contribute to the development of Village-Owned Enterprises (BUMDes), the management of tourism villages, the development of micro-enterprises, and the enhancement of village government administrative capacity. Thus, this program serves as a form of human capital development that strengthens the sustainability of independent village development, as development success is determined not only by physical development but also by the community's ability to manage change and innovation.

In addition to focusing on improving the quality of human resources, the Ponggok Village Government's action plan also manifests itself through the development of a leading tourist destination, Umbul Ponggok. This tourist destination, a natural spring pool, has been developed into a tourism icon in Klaten Regency and a major driver of the village economy. The uniqueness of Umbul Ponggok lies not only in its well-preserved natural environment but also in its innovative tourism management, which offers a variety of recreational activities and underwater photography, attracting tourists. Professional management enables Umbul Ponggok to attract thousands of tourists daily and generate approximately IDR 5 billion in annual revenue. This revenue contributes significantly to increasing Village Original Income and serves as a source of funding for various development and community empowerment programs.

The successful development of Umbul Ponggok is inseparable from a planning process based on mapping regional potential. The Ponggok Village Government collaborated with Gadjah Mada University to identify tourism and economic potential, ensuring that the village's development direction is based on the results of a comprehensive study. This collaboration demonstrates that the implementation of the village government's action plan is carried out through an evidence-based planning approach, utilizing academic research findings as the basis for developing development policies. This approach enables the village government to develop the tourism sector in a more targeted manner, paying attention to environmental sustainability, and integrating tourism potential with creative economic development and community empowerment. Synergy between village

government, universities, BUMDes, and the community is an important factor in maintaining the sustainability of tourism village management.

Obstacles Affecting the Village Government's Action Plan for Tourism Village Development and Village Government Evaluation in Improving Independent Villages Based on Tourism

The implementation of the Ponggok Village Government's action plan for developing independent villages based on tourism is not without various obstacles that affect the effectiveness of the program. Although Ponggok Village is known as one of the successful tourism villages in Indonesia, the development process still faces various challenges, both internal and external. These obstacles must be understood as part of the dynamics of public policy implementation, because the success of a policy is determined not only by the quality of planning but also by the village government's ability to overcome various obstacles that arise during the implementation process. Therefore, identifying these obstacles is crucial as a basis for refining future village development action plans.

One of the main obstacles faced by the Ponggok Village Government is limited financial resources to support sustainable tourism village development. Although the tourism sector has contributed significantly to Village Original Income, funding needs for infrastructure development, maintenance of tourism facilities, development of new attractions, and community empowerment continue to increase. This situation requires the village government to prioritize budget allocation to ensure that planned programs can be implemented optimally. On the other hand, budget constraints also require village governments to seek alternative financing through collaboration with local governments, universities, the private sector, and corporate social responsibility (CSR) programs.

In addition to budget constraints, access to capital and investment also poses challenges in accelerating the development of tourism villages. Developing tourist destinations requires significant investment, particularly for the construction of supporting facilities, improving service quality, developing information technology, and promoting the destination. If access to external financing sources remains limited, the process of developing tourism villages has the potential to be slower than the needs and developments of the tourism market. Therefore, village governments are required to have the ability to build partnership networks with various parties so that tourism village development does not solely depend on village financial capacity.

The next obstacle relates to the quality of human resources, which still requires capacity building. Managing tourism villages requires competency in destination management, tourism services, digital marketing, financial management, and the ability to communicate with tourists. Not all communities possess these skills, so ongoing training and mentoring programs are necessary. This situation demonstrates that tourism village development is not only a matter of physical development, but also of human capacity building so that communities can become key actors in professional and competitive tourism management.

Furthermore, infrastructure remains a key factor influencing the effective implementation of the village government's action plan. Adequate roads, accessible transportation systems, public facilities, parking areas, telecommunications networks, and other supporting infrastructure are crucial components for ensuring tourist comfort. If the quality of infrastructure does not fully meet visitor needs, it can impact the attractiveness of a tourist destination and reduce tourist satisfaction. Therefore, infrastructure development is a key agenda item that the village government continues to pursue through various funding sources.

To address these challenges, the Ponggok Village Government implemented an evaluation mechanism as part of its oversight of the implementation of the village development action plan. The evaluation was conducted in a participatory manner, involving the village government, the Village Consultative Body (BPD), the Village-Owned Enterprise (BUMDes), village community organizations, community groups, and business actors involved in managing the tourism village. The involvement of these various actors demonstrates that evaluation is viewed not merely as an administrative process but also as a means of collective learning to improve the quality of village development. Through a participatory approach, emerging problems can be identified more quickly, allowing solutions to be more aligned with community needs.

The first evaluation is conducted through daily monitoring of all activities related to tourism village management. This monitoring includes oversight of infrastructure development, tourist destination operations, tourist services, environmental cleanliness, tourist area security, and the performance of business units managed by the Village-Owned Enterprise (BUMDes). Daily monitoring allows the village government to obtain direct information regarding various operational challenges in the field. This allows corrective actions to be taken immediately without having to wait for a longer evaluation report, thus maintaining the quality of service to tourists.

In addition to daily monitoring, the village government also conducts more comprehensive monthly evaluations. At this stage, data is collected through surveys, interviews, field observations, and documentation of all ongoing programs. This data is then analyzed to determine the level of program achievement, the effectiveness of budget utilization, obstacles encountered, and potential development opportunities. The results of the monthly evaluations serve as the basis for the village government to develop follow-up strategies, including making adjustments to programs deemed not yet optimal.

Subsequent evaluation stages are conducted quarterly as a strategic evaluation of the overall implementation of the tourism village development action plan. Quarterly evaluations serve to measure program progress over a three-month period, assess the achievement of performance indicators, evaluate the effectiveness of implemented policies, and identify any obstacles that were not resolved in the previous evaluation phase. Next, the village government prepares an evaluation report that outlines the progress of program implementation, resource utilization, obstacles encountered, and recommendations for improvements to be implemented in the following period. This report serves as a crucial instrument in supporting accountability in village governance.

The hierarchical evaluation demonstrates that the Ponggok Village Government has implemented the principle of continuous improvement in village development management. Daily, monthly, and quarterly evaluations enable the village government to build a control system that is adaptive to changing conditions on the ground. This approach demonstrates that the implementation of action plans is not static, but is continually refined based on evaluation results and community input. This also strengthens village governance practices that prioritize the principles of transparency, participation, effectiveness, and accountability in every development process.

Overall, the research findings indicate that the success of independent village development based on tourism in Ponggok Village is determined not only by the success of designing various development programs, but also by the village government's ability to identify obstacles and carry out systematic and continuous evaluations. Obstacles related to limited finances, human resource quality, access to investment, and infrastructure are challenges that must be continuously addressed through collaboration with various stakeholders. Meanwhile, a routine evaluation system is a crucial instrument in ensuring that each development program continues to run according to its stated objectives. Thus, evaluation serves not only as a monitoring tool but also as an organizational learning mechanism that supports the realization of sustainable, independent village development.

Conclusion

Implementation of the Action Plan for Independent Village Development Based on Tourism Villages Ponggok Village is implementing an action plan that focuses on the development of independent villages based on tourism villages. The Ponggok village government is building independence through various programs that focus on the development of tourism villages. This BUMDes was established with the main objective of improving the village economy, managing village potential, and building village development and community empowerment. BUMDes Tirta Mandiri manages 11 business units, including shops and culinary kiosks. The income from these businesses has contributed IDR 2.7 billion to the village's original income in 2023. As a village blessed with abundant spring water sources, Ponggok Village produces local products in the form of snacks made from tilapia fish. This product is called Nila Murni Ponggok which was developed from the tilapia commodity of Ponggok Village, and became the first trademark produced by the SME group in Ponggok Village. The Ponggok Village Government has taken strategic steps to implement the action plan for independent village development based on tourism villages. One important step is collaborating with Gajah Mada University to map the village's potential. This mapping was conducted to assist the village government in understanding and managing the village's potential. Village development, community welfare, and the continued emergence of leading tourist attractions have made Ponggok Village a popular destination for visitors. Umbul Ponggok, a swimming pool, is one of Ponggok Village's leading tourist destinations, generating IDR 5 billion annually. The development of Umbul Ponggok tourism is

supported by tourism and economic potential mapping conducted by Gajah Mada University.

The Ponggok Village Government faces several obstacles that impact its action plan for developing an independent village based on tourism. These include limited financial resources. Limited funding is often a major obstacle in various tourism village development programs and initiatives. Lack of access to capital and investment can hamper the development of infrastructure and facilities needed to support tourism. The Ponggok Village Government evaluates the tourism village development program through several stages, conducted daily, monthly, and quarterly. Daily evaluations involve monitoring ongoing activities such as infrastructure development, tourist attraction management, and tourist services. Monthly evaluations involve collecting data from surveys, interviews, and documentation. This data is used to determine program performance, problems encountered, and potential. The village government makes improvements and plans for programs that have not yet run as planned. The village government also compiles quarterly reports that describe program progress, problems encountered, and follow-up actions taken. To evaluate the quarterly reports, the village government makes improvements and plans for programs that have not been implemented properly.

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