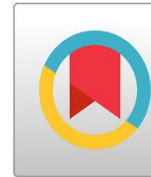


The implementation of the Regional Development Plan policy focuses on developing the potential of empowered villages in Batu City



Penerapan kebijakan Rencana Pembangunan Daerah berfokus pada pengembangan potensi desa berdaya di Kota Batu

Hayat^{1*}, Rudianto², Slamet Muchsin³, Afifuddin⁴

¹²³⁴ Magister Ilmu Administrasi, Program Pascasarjana, Universitas Islam Malang

¹²³⁴ Jl. Mayjen Haryono No. 193, Kota Malang, Jawa Timur 65144. Indonesia

hayat@unisma.ac.id^{1*}, Idur.jos2014@gmail.com², s_muchsin63@unisma.ac.id³, afifuddin@unisma.ac.id⁴

Corresponding Author: hayat@unisma.ac.id

ARTICLE INFORMATION	
<p>Keywords <i>Empowered Village; Batu City; Public Policy;</i></p>	<p>ABSTRACT Rural development aims to enhance the well-being and quality of life of rural communities and reduce poverty through the provision of basic needs, infrastructure development, local economic growth, and sustainable utilization of natural resources and the environment. To achieve these goals, the Village Law implements two approaches, namely "Building the Village" and "Village Development," integrated into village development planning. This research employs qualitative descriptive methods to provide a comprehensive and detailed overview of the investigated subject, aiming to understand the implementation of Regional Development Plan Policies focusing on empowering villages in the city of Batu. The study utilizes qualitative descriptive methods and in-depth interviews. The implementation of Regional Development Plan Policies in the city of Batu is documented in the Medium-Term Regional Development Plan (RPJMD) of Batu City for the period 2017-2022 and the Regional Development Plan (RPD) of Batu City for the period 2023-2026. The policy implementation is formalized through Regional Regulations and Local Regulations (Mayor's Regulations) both attributively and delegatively.</p>
<p>Kata Kunci <i>Desa Berdaya; Kota Batu; Kebijakan Publik;</i></p>	<p>ABSTRAK Pembangunan desa bertujuan meningkatkan kesejahteraan dan kualitas hidup masyarakat desa serta mengurangi kemiskinan melalui penyediaan kebutuhan dasar, pembangunan sarana dan prasarana, pengembangan ekonomi lokal, dan pemanfaatan sumber daya alam serta lingkungan secara berkelanjutan. Untuk mencapai tujuan ini, Undang-undang desa menerapkan dua pendekatan, yaitu "Desa Membangun" dan "Membangun Desa," yang diintegrasikan dalam perencanaan pembangunan desa. Penelitian ini menggunakan metode eskriptif kualitatif untuk memberikan gambaran yang komprehensif dan rinci tentang subjek yang diselidiki, serta bertujuan untuk memahami implementasi Kebijakan Rencana Pembangunan Daerah yang berfokus pada pengembangan potensi desa berdaya di Kota Batu. Penelitian ini menggunakan metode deskriptif kualitatif dan wawancara mendalam. Implementasi Kebijakan Rencana Pembangunan Daerah di Kota Batu terdokumentasi dalam Rencana Pembangunan Jangka Menengah Daerah (RPJMD) Kota Batu Tahun 2017-2022 serta Rencana Pembangunan Daerah (RPD) Kota Batu Tahun 2023-2026. Pelaksanaan kebijakan ini dituangkan dalam bentuk Peraturan Daerah dan Peraturan Kepala Daerah (Peraturan Walikota) baik secara atributif maupun delegatif.</p>
<p>Article History Send 29th July 2023 Review 11th October 2023 Accepted 4th December 2023</p>	<p>Copyright ©2024 <i>Jurnal Aristo (Social, Politic, Humaniora)</i> This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p>



Introduction

Indonesia's national development aims to enhance societal well-being and establish fair justice across the nation, regardless of geographical distinctions (Rendra Setyadiharja and Wihelmina Yufenta, Marniawati Hia, 2016). Concentrating on both border regions and urban centers, the government is dedicated to guaranteeing equal access to opportunities, services, and fundamental amenities for every citizen. These initiatives reflect Indonesia's pursuit of building a society that is competitive, equitable, and thriving, embodying the essence of unity and progress for all its people. The main objective of village development is to enhance the well-being and living standards of the people and address poverty issues by ensuring access to basic necessities, constructing facilities and infrastructure, harnessing local economic opportunities, and practicing sustainable use of natural resources and the environment. To attain this objective, the Village Law adopts two integrated approaches, known as "Developing Villages" and "Developing Villages," which are incorporated into the village development planning (Rahman, 2022). The village development plan serves as the primary reference for formulating the village's income and expenditure budget. The process of village development planning actively involves the participation of the community through village development planning meetings.

The primary focus of Rural Development lies in the community's proactive stance, drive for self-improvement, and self-sufficiency, all of which are vital elements. In contrast, the government's role primarily involves offering guidance, oversight, leadership, and motivation to the community, promoting the nurturing, growth, and enhancement of community-driven initiatives and self-reliance through the provision of essential support and resources (Pandi Larenggam, Alden Laloma, 2015). The effectiveness of community-based development is not solely evaluated based on the successful execution of its projects, but also on the inclusivity of its planning process, which engages all segments of the society. In Pasir Putih village, for instance, active community participation is consistently encouraged and facilitated by the village government through various mechanisms and opportunities provided to the residents.

The guidelines for village-level local authority in the context of village development are specified in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (PDRT) Number 1 of (2015) This regulation outlines the criteria for village-level local authority as follows: First, Emphasizing service activities and community empowerment.; Second, Having limited authority to organize and carry out activities within the village area, with effects that are confined to the village itself; Third,

Possessing authority concerning the daily needs and interests of the village community; Fourth, Involving activities initiated by the village itself based on its own initiatives; Fifth, Incorporating program activities from the government, provincial government, district/city government, and third parties that have been submitted to and managed by the village; A sixth, Clearly defined in laws and regulations that determine the distribution of authority among the central government, provincial government, and district/city government (Muchamad Zaenuri, Yusrim Musa Iqbal, 2021).

As per the guidelines specified in the Regulation of the Minister of Home Affairs Number 114 of (2014) regarding Village Development Guidelines, village development planning involves a series of activities conducted by the village government, with active participation from the Village Consultative Body and members of the community in a participatory manner. The main objective of this process is to effectively manage and allocate village resources to achieve the desired village development goals. To facilitate the planning and execution of village development initiatives, the village government will receive support from the regional government at the district/city level, which will be carried out through the district/city regional work unit. In order to ensure proper coordination and efficient implementation of village development projects, the village heads can seek assistance from professional aides, village community empowerment cadres, and/or third-party organizations. Furthermore, the district head or equivalent authority will be responsible for coordinating and providing necessary support within their jurisdiction.

At its core, community empowerment entails tapping into the inherent potential of individuals or groups, aiming to facilitate a shift towards a society that is competent and efficient (Kiki Endah, 2020). Village Community Empowerment is a deliberate endeavor to enhance the self-reliance and well-being of the community by enhancing their knowledge, attitudes, skills, behaviors, abilities, and awareness, while also maximizing the utilization of available resources. This is achieved through the formulation of appropriate policies, programs, activities, and assistance that address the core issues and essential needs of the village community.

The Village Government takes the initiative to devise Village Development plans, utilizing their granted authority, and aligning with the overall development plans of the Regency/City. The entire process of planning and executing Village Development projects is carried out by the Village Government in collaboration with all members of the Village community, fostering a spirit of mutual cooperation. Village Communities have the right to oversee and monitor the implementation of Village Development initiatives.

During the process of planning and executing Village development, the Village government will receive support from the district/city regional government, which is technically responsible through the district/city regional work units. To ensure effective coordination of Village development, village heads can seek assistance from professional aides, Village community empowerment cadres, or third-party organizations. The sub-district head or an equivalent official will be assigned the responsibility of coordinating assistance in their respective areas.

Village development encompasses four main areas, which are administering village governance, implementing village development projects, fostering the growth of village communities, and empowering the village population. Village development planning is carried out within specific timeframes, including the Village Medium-Term Development Plan (RPJMDes) for a six-year period and the Village Annual Development Plan or Village Government Work Plan (RKP DESA) which provides detailed implementation plans for the RPJMDes and is valid for one year. Both the RPJMDes and RKP DESA are officially established through village regulations.

Several villages in East Java Province have encountered developmental delays, prompting the East Java Provincial Government to initiate various programs outlined in JATIM SATYA. Among these programs, a significant one is the Bhakti-7 "East Java Empowerment" program, a key component of achieving Nawa Bhakti Satya, which prioritizes the development of the people's economy by focusing on micro, small, and medium enterprises (MSMEs), cooperatives, and Village-Owned Enterprises (BUMDesa), as well as promoting village self-reliance. To facilitate this endeavor, the East Java Provincial Government introduced East Java Governor Regulation Number 20 of 2021, providing general guidelines for community and village empowerment programs in the context of economic recovery in the province.

One of the specific programs being implemented under this initiative is the "Empowered Villages" program, designed to empower rural areas through an integrated approach, addressing the underdevelopment in East Java's villages and promoting their transformation into advanced and independent communities. The primary focus of the "Empowered Village" program is the development of village icons, utilizing an economic branding approach.

In its pursuit of goals, the "Empowered Village" initiative focuses on tapping into diverse potentials within villages, thereby aiding in the decrease of poverty levels in East Java. This objective is mirrored in the benchmarks of Regional Performance Indicators, with a specific emphasis on enhancing community empowerment in rural regions and diminishing the

count of Underprivileged Villages and Highly Underprivileged Villages within the 2019-2024 RPJMD period.

In the midst of the difficulties brought about by the COVID-19 pandemic, rural areas have encountered obstacles in terms of their economic and developmental progress. Consequently, the authority rests with the village administration, which oversees both governance and development, to engage the local population and empower them to enhance their economic circumstances while achieving self-sufficiency. The "Empowered Village" initiative is designed to reinforce this effort by harnessing the innate capabilities within each village. Central to the success of this program is active community involvement, as it provides a deep comprehension of the unique strengths and existing circumstances within their specific regions.

Development is an ongoing endeavor aimed at enhancing the well-being of society and the nation, encompassing areas that have yet to attain a satisfactory level of progress as well as those that are already performing well but seek further advancement. The concept of development may be articulated in diverse perspectives, but there is a consensus that it constitutes an endeavor or series of changes directed towards enhancing the welfare and quality of life of individuals who aspire to and execute these transformations Riyadi, (Theresia, 2015).

In addition, this initiative integrates community empowerment as a tactic to tackle particular societal challenges. This process of empowerment is carried out through a range of contributors, including governmental bodies, enterprises, and the broader community. Within the framework of nationwide progress, empowerment entails collaboration between the government and the public. The engagement of the community is essential throughout the entire project, from the initial planning stages to execution, as the community members play a dual role – not only as recipients but also as integral contributors in the process of empowerment.

Empowering the community holds a central position in elevating underprivileged segments. This is in accordance with the explanation outlined in Law No. 6 of 2014 regarding Villages, which articulates that the empowerment of village communities aims to elevate their self-sufficiency and overall welfare by nurturing knowledge, mindsets, competencies, conduct, and the efficient utilization of resources through diverse policies, initiatives, endeavors, and additional actions.

On April 27, 2022, the Mayor and DPRD of Batu City officially endorsed and established the Batu City Regional Development Plan (RPD) for the period of 2023-2026 through Regional Regulation (Perda) Number 26 of 2022. Prior to this, the Regional Medium-

Term Development Plan (RPJMD) for the years 2017-2022 had been approved and ratified through Regional Regulation (Perda) with number 3 of 2018 on June 28, 2018 (Inayati Nuraini Dwiputri & Allo, 2019).

According to a report from Malang Post on October 17, 2022, the Batu City Government has outlined plans to execute 35 priority programs outlined in the Batu City Regional Development Plan (RPD) for 2023-2026. The implementation and oversight of these programs will be carried out by the Acting Mayor of Batu, under the supervision of 14 related agencies. These programs mainly focus on enhancing the economy, education, healthcare, tourism, arts and culture, infrastructure, and human resources (HR).

The programs listed in the RPD are in line with the vision and mission of Empowered Villages, Berjaya City, which have been prepared by Dewanti-Punjul. This vision and mission encompass the Batu City Government's commitment to improving the welfare of both rural and urban communities. Notably, the tourism sector is a key focal point to drive economic growth, as it serves as a vital pillar for Batu City. Despite facing challenges due to the pandemic, the tourism sector has shown resilience and contributed to an economic growth rate of more than 4 percent.

Some of the programs outlined in the RPD involve the development of various facilities and services in Batu City. For instance, there are plans to construct an Art Center in Sisir Village, with the Design and Estimated Cost (DED) planning expected to be completed in 2022. Another program is the construction of a Multi-storey Parking Building in 2023-2024, which aims to increase local revenue (PAD) and will be handled by the Department of Transportation. Additionally, the Puskesmas in Bumiaji Subdistrict and a Blood Transfusion Unit (UTD) on Jalan Kartini are planned to be built in 2026.

In the education sector, there are plans to provide furniture for 4 classes at SMPN 7 in 2023. The Education Office also intends to construct an assessment center for children with special needs in the same year. The Housing and Settlement Area Service has a development program for the Brantas Stadium Area, with the planning and design for the construction expected to be completed in 2022. Meanwhile, the Environment Service has multiple development programs, such as eco riparian, biogas installation, revitalization of the Final Disposal Site (TPA), construction of a compost house, and a TPA Tlekung educational tour. These programs are a priority to preserve the environment and maintain Batu City as a cool and environmentally friendly tourist area.

The Communication and Informatics Office plans to build a smart village or digital village and establish one data for Batu City. Moreover, the Statistics Love Village Program

(Village Beautiful) has been implemented in two villages, Giripurno and Torongrejo Villages, as part of the efforts to digitize data and optimize the use of information. Batu City was established on October 17, 2001, and was previously part of a sub-district in Malang Regency. In 1993, the status of Batu District was elevated to become an administrative city, comprising three districts: Batu, Junrejo, and Bumiaji.

The current Mayor of Batu, Dewanti Rumpoko, who is in office from 2017 to 2022, has a clear vision and mission for the city's development. The vision of Batu City under her leadership is to create "Empowered Villages, Triumphant City," aiming to transform Batu City into an International Agro-Tourism Center with Character, Competitiveness, and Prosperity. The mission of Batu City includes the following objectives: One, Enhancing the Quality of Community Social Life Based on Religious Values and Local Cultural Wisdom. Two, Improving the Quality of Human Resources Development and Welfare. Three, Achieving Progressive and Independent Regional Economic Competitiveness Based on Agrotourism. Fourth, Enhancing the Quality and Environmentally Friendly Infrastructure Development in Rural Areas. Five, Promoting Good, Clean, and Accountable Governance Focused on Providing Professional Public Services.

Mayor Dewanti Rumpoko's vision and mission for Batu City demonstrate her commitment to empowering villages, fostering economic growth through agrotourism, and improving the overall well-being and living standards of the community. In 2022, Batu City is holding an Empowered Village program involving the following 5 villages: Pandanrejo Village (Kec. Bumijai) focuses on developing as a strawberry-producing village and is known as "Strawberry Lumbung" to introduce its products to the people of Indonesia; Tulungrejo Village (Kec. Bumiaji) is a village with an icon of apple and vegetable cultivation, known as the "Apple and Vegetable Center" to increase the popularity of its products; Punten Village (Kec. Bumiaji) has distinguished itself as a tangerine-producing village with the nickname "Horticultural Commodity Development Area" to increase the potential of the horticultural sector; Junrejo Village (Kec. Junrejo) focuses on being a Creative Economy-Based village and is known as "Sentra of Mortar and Wood Craft Industry" to promote local handicraft products; Pendem Village (Kec. Junrejo) became a rice producing village and was identified as a "Rice Granary" to strengthen its role as a rice production center.

The Empowered Village Program in these five villages aims to optimize local potential and introduce the unique identity of each village to the wider community. The Empowered Village Program in Batu City focuses on four main activities as follows: Growing innovations that are able to drive the village economy based on potential and resources creatively and

sustainably; Bringing out a distinctive village icon through innovation-based economic branding; Optimizing the use of Village Funds to encourage the growth of village icons that have an impact on improving the economy and welfare of village communities; Creating exemplary practices so that they become a source of inspiration for other villages.

Apart from these four main programs, it is also necessary to design several other programs for village development, which include: Capacity Building and Campaign to optimize the mental and spiritual aspects of the village community; Economic Program which includes entrepreneurship in the agro and non-agro sectors to encourage village economic growth; Education Program which includes the construction of Literacy and Vocational Houses to improve education in the village; The Health Program which includes the construction of a Nutrition Garden, Child Friendly and Elderly Friendly facilities to improve the health of village communities; The Waqf/Gotong-royong program which includes support for Micro, Small and Medium Enterprises (MSMEs) as well as village infrastructure development; Environmental Program which includes the construction of a Garbage Bank, provision of Clean Water, and management of Village Forests to preserve the environment; The Physical and Non-Physical Disaster Program which includes the formation of a Resilient and strong Village so that the village is ready to face disasters.

All of these programs are designed to develop the potential and welfare of village communities and strengthen village competitiveness through innovative and sustainable approaches. Based on the preliminary survey, it appears that the potential development of Empowered Villages in Batu City has not reached the maximum level. It is estimated that this is caused by the need for further evaluation and innovation in the implementation of Regional Development Plan policies.

Villages in Batu City have a variety of potentials, including the agricultural, craft industry, and tourism sectors, which are important assets for building the local economy and improving the welfare of rural communities. The local government has formulated regional development policies to optimize the potential of this village. The policy covers various aspects, such as local economic development, village community empowerment, infrastructure improvement, and environmental preservation.

Empowered village potential involves utilizing local resources and empowering village communities so they can actively participate in regional development. In Batu City, developing the potential of empowered villages is an important strategy for improving the quality of life of rural communities, reducing development disparities between regions, and achieving sustainable development.

Even though there have been policies and efforts to develop the potential of empowered villages in Batu City, their implementation often faces various challenges. Some of these challenges include a lack of understanding by village communities about their potential and how to develop it, limited access to funding and infrastructure, and a lack of coordination between local government, village communities and related stakeholders.

According to Adrian Leftwich in (Winarno, 2013), there are nine main approaches to understanding development. First, development is seen as historical progress. Second, development is understood as the exploitation of natural resources. Third, development is defined as the promotion of economic progress. Fourth, development is seen as a condition. Fifth, development is considered as a process. Sixth, development is understood as economic growth. Seventh, development is seen as a structural change. Eighth, development is defined as modernization. Meanwhile, ninth, development is understood as an increase in production power.

Development is also an effort that is carried out consciously, where every development effort must have clear and rational basic motivations, goals and objectives. In other words, development is not only based on emotional thinking but must also be based on logical and rational considerations. In research conducted by (Saihul, 2021) entitled "Implementation of the Vision of Empowered Villages for the City of Glory Based on the Batu City Regional Regulation Number 3 of 2018 concerning the 2017-2022 RPJMD", an approach based on positive legal inventory, discovery of legal principles, and legal discovery was carried out inconcretto. This research is also complemented by empirical observations on the operationalization of legal principles.

To successfully realize the Vision of Empowered Villages for the City of Victory, it is crucial to establish firm commitments through comprehensive regulations at both the attributive and delegative levels, adhering to village regulations, regional regulations, and mayor regulations. This is of utmost importance as the Village Law now places villages as subjects of development rather than mere objects.

As a recommendation, the author suggests that the local government carefully review the 2017-2022 RPJMD and ensure that village regulations align with the specific needs to effectively achieve the Vision of Empowered Villages for the City of Victory. The research is motivated by the background described above and seeks to explore two primary questions: 1) How is the development planning policy implemented in Batu City? 2) What initiatives are being taken to develop the potential of empowered villages in the region? The main focus of this study is to gain a comprehensive understanding of the implementation of the Regional

Development Plan Policy, with a specific emphasis on its orientation towards developing the potential of empowered villages in Batu City.

This study refers to several previous studies that are relevant to the research topic as a reference and comparison. Some of the previous studies that have been conducted include: In research (Damayanti, 2016) entitled "Diversification of Tourism Products as a Strategy for Developing Tourism Competitiveness in Batu City," it is known that even though Batu City is a relatively new city, its economic growth is relatively rapid, especially in the tourism sector. Batu City has a variety of tourism potentials that make its tourism sector competitive at both the provincial and national levels. However, there are problems along with changes in the tourism base in Batu City, The city's tourist destinations are showing signs of saturation, as evident from the decline in tourist numbers from 2009 to 2012, with an average annual decrease of 13%. Furthermore, the rapid growth of the tourism sector in Batu City has led to various adverse effects on the environment. Consequently, there is a need to focus on initiatives aimed at enhancing the tourism sector in a sustainable manner sector in Batu City in the future must pay attention to the concept of sustainable tourism, and diversification of tourism products is one of the strategies implemented to overcome this problem. References from Damayanti's research (2016) will be used as a basis for the current research to understand the context of tourism development in Batu City, as well as to identify the potential of empowered villages that can be developed in order to implement the Regional Development Plan policy based on the Development of Empowered Village Potentials in Batu City. In addition, previous research will also help in comparing the results and findings of previous studies with the results of current research in order to gain a more comprehensive understanding of the topic of discussion.

In previous research by (Safitri, 2022) entitled "Implementation of Village Financial Management Policies Based on Good Governance (Study in Tulungrejo Village, Bumiaji District, Batu City)", this research focused on how to implement village financial governance policies based on good governance at the Village Head's Office Tulungrejo. This policy requires local governments to implement these policies properly by implementing agencies so that the objectives of the policy can be achieved effectively. However, in reality there are still differences between the implementation in the field and the policies that have been set. To achieve good village financial governance, policy implementation must follow village financial management guidelines, which include planning, implementation, administration, reporting and accountability, which must be carried out in a transparent, accountable, participatory, orderly and disciplined manner in budget management.

The main objective of this research is to gain insights into the execution of village financial governance policies based on good governance principles. Additionally, the study aims to identify the factors that either facilitate or impede the effective implementation of village financial governance. The findings from this research will serve as a foundation for a comprehensive comprehension of the Regional Development Plan policy, which is centered on village development of Empowered Village Potentials in Batu City, particularly regarding aspects of village financial management based on good governance. Previous research will also assist in identifying key factors that may influence the successful implementation of these policies, so that this research can provide a more comprehensive understanding of the implementation of development policies at the village level.

Previous research by (Aprian, 2022) entitled "Torongrejo Tourism Village Development Planning Strategy in Supporting the Empowered Village Program", focuses on development planning in the Torongrejo Tourism Village to support the Empowered Village program. In this study, researchers used a purposive sampling method to determine informants. The results of the discussion show that the Torongrejo Village Government has prepared a Master Plan with the ITN Campus as a planning strategy for the development of a tourism village. This planning involves active participation from the community through village meetings down to the hamlet level. The Torongrejo Village Government also makes policies and implementation guidelines that require community participation and pay attention to environmental aspects through field studies.

In planning the development of the Torongrejo tourism village, there are several obstacles to face, including budget shortages, development implementation regulations, land acquisition, and difficulties in changing the mindset of the people. Nonetheless, the community supports efforts to make Torongrejo a tourist village by utilizing tourism potential such as Agrotourism and Cultural Attractions. This study provides an overview of the tourism village development planning strategy in support of the Empowered Villages program, as well as identifying obstacles that need to be overcome to achieve sustainable and competitive village development goals.

Method

The research will employ a qualitative descriptive approach to offer a comprehensive and detailed depiction of the subject under investigation. As per Kriyanto's perspective in Khabib, qualitative description serves as a method that illustrates and deciphers the significance of gathered data through careful observation and recording of numerous facets

pertaining to the examined situation in that particular moment. This approach facilitates the acquisition of a broad and all-encompassing depiction of the real circumstances (Khabib Alia Akhmad, 2015). This approach entails gathering data through participatory observation, in-depth interviews, and document analysis. Primary data will be collected through on-site observations and interviews, while secondary data will be sourced from relevant documents concerning development policies in Batu City. The author's main focus of analysis will be on the implementation of Regional Development Plan policies that emphasize the development of empowered villages in Batu City. The documents subject to examination include the Vision and Mission of Batu City, the 2023-2026 Regional Development Plan (RPD) of Batu City, the 2017-2022 Regional Medium-Term Development Plan (RPJMD), and the Empowered Village Program in Batu City. The collected data will undergo rigorous testing to ensure its accuracy and validity. In qualitative research, the data will be presented through concise descriptions and depicted using charts or diagrams. This presentation will serve as a compilation of information from various data sources or informants, aiding in drawing meaningful conclusions (Firohatin Ronasifah, Nurul Umi Ati, Hayat, 2019). The aim of this study is to gain a comprehensive understanding of the implementation of the empowered village potential development policy in Batu City. The research will delve into details and uncover novel insights that might not have been anticipated before regarding the policy's execution.

In the context of the described qualitative research, there are several steps of triangulation that can be used to validate obtained data: First, Source Triangulation. Utilizing multiple data sources, such as participatory observation, in-depth interviews, and document analysis, helps validate findings from various perspectives; Second, Method Triangulation. Employing more than one data collection method (observation, interviews, document analysis) to ensure consistency and complementarity of the obtained findings; Third, Researcher Triangulation. Involving more than one researcher or interviewer to examine the congruence of results and minimize individual bias. Discussions among researchers can also enrich data interpretation; Fourth, Theory Triangulation. Comparing findings with existing theoretical frameworks or related theories to validate the appropriateness of interpretations and conclusions drawn from the data.

In the context of this research, triangulation is conducted by combining data from various sources (participatory observation, interviews, document analysis) to generate a profound understanding of the implementation of the empowered village development policy in Batu City. This approach allows information obtained from diverse methods and sources to reinforce and complement each other, enhancing the validity of the research outcomes.

Result and Discussion

Implementation of Regional Development Plan Policy

Law on Villages Number 6 of 2014 provides an opportunity for villages to show their identity and ability to manage their territory. In this effort, the active participation of village communities is an important key in realizing rural economic empowerment and increasing village original income (PAD). As per the guidelines outlined in the Regulation of the Minister of Home Affairs No. 114 of 2014 regarding Village Development, village development planning is a collaborative process conducted by the village government in partnership with the Village Consultative Body and various community members. The main objective is to effectively utilize and allocate village resources to accomplish the desired village development objectives (Dewi Cahyani Puspitasari, Rina Satriani, 2019). Moreover, the regulation emphasizes that participatory development is a management approach for village and rural development, led by the village head and centered on promoting values of unity, kinship, and collaborative efforts. The primary goal is to incorporate principles of peace and social justice into the implementation of village development initiatives. The Empowered Villages program is among the various initiatives outlined in Governor of East Java Regulation Number 20 of 2021, which provides general guidelines for community and village empowerment programs in the context of economic recovery in East Java Province. This program aims to empower rural areas in East Java using an integrated approach. The aim is to overcome the backwardness of these villages so that they become developing, advanced and independent villages.

The Empowered Village Program focuses on developing village icons through an economic branding approach. In this program, villages in East Java will be developed by identifying and promoting the superior potentials of each village. This potential will then be used as a distinctive brand or identity for the village, which will be used to increase the village's attractiveness and competitive advantage in the economic sector. Thus, the Empowered Villages program aims to empower villages in East Java through an integrated approach and develop village icons through economic branding, so that these villages can develop and be independent in facing economic challenges. Empowered Villages program aims to channel development and innovation efforts towards harnessing various potentials present in different villages. This program is designed to contribute to poverty reduction in East Java, as indicated by the performance targets set in the 2019-2024 RPJMD (TKPK East Java, 2020), which specifically aim to decrease the number of Disadvantaged and Very Disadvantaged Villages.

In essence, a policy refers to a set of concepts and principles that act as guiding principles for planning and executing tasks, leadership, or actions. This term applies to various contexts, including government, private sector organizations, groups, and individuals. It is important to note that policies differ from regulations and laws. While laws carry the power to enforce or prohibit certain behaviors (e.g., income tax laws), policies solely serve as guidelines to steer actions towards achieving desired outcomes.

Adisasmita, as cited in Kariem, explains that public policy involves a purposeful endeavor executed by governmental organizations and their structures, alongside the community, aiming to tackle a specific problem (Muhammad Qur'anul Kariem, 2020). Government policy is basically a policy aimed at the public, which includes the economic part run by the state or government, including the central government, local government, government organizations and communities that relate to and influence the nation, state or community in various statuses, and to public interest. These policies can be carried out directly or indirectly, and are reflected in various aspects of people's lives. Policy or policy review can also refer to the process of making significant decisions within an organization. This involves identifying various alternatives, such as program or expenditure priorities, and selecting the most suitable option based on the anticipated impact. Policy can also be seen as a political, managerial, financial, or administrative mechanism employed to explicitly achieve specific objectives.

Policy implementation is the practical action taken after a policy has been officially formulated, involving efforts to manage resources to achieve the desired outcomes or results for society. The policy implementation stage can be distinguished from the policy-making stage. Policy-making follows a "bottom-up" logic, where the process begins by gathering public aspirations, requests, or support. On the other hand, policy implementation follows a "top-down" logic, where abstract or macro-level alternative policies are translated into concrete or micro-level actions to attain the established goals (Wibawa, 1994).

Van Meter and Horn suggest that policy implementation involves a sequence of actions undertaken by the government and private sector, both independently and collaboratively, to attain specific objectives. Grindle further emphasizes that the implementation process commences after the establishment of goals and objectives, the design of activity programs, and the allocation of funds to achieve these predetermined aims (Merilee S, Grindle, 1980). Implementation is an attempt to link policies with real results from government activities. These efforts are designed with the aim of realizing the final results that have been planned before. Policy goals and objectives are defined in programs that aim to achieve the desired

results. In short, implementation is the process of translating policies into concrete actions to achieve the desired end goal. In this study, policy also refers to the steps taken by the government to ensure that the policy is sustainable and can be implemented properly.

Policy analysis involves research into cause, effect, performance, and public programs. This policy is very important in decision-making in the public sector, so it is needed by politicians, consultants and government decision makers. Programs carried out by the government can run well because they are directed to advance the region and face future challenges. Policies are created to regulate people's lives and achieve mutually agreed goals. As described by Duncan in Mila Karmila, policy analysis is seen as a practical field within the realm of social sciences. It involves employing logical reasoning and factual information to elaborate on, assess, and formulate ideas, all aimed at resolving issues that concern the public (Widya Sari, Andi Muhammad Rifki, 2020). In line with the explanations and various understandings regarding policy implementation, the execution of the 2017-2022 Regional Medium-Term Development Plan (RPJMD) in Batu City, as outlined in City Regional Regulation Number 3 of 2018, and the subsequent Regional Development Plan (RPD) for 2023-2026, ratified through Mayor Regulation Number 26 of 2022, represent tangible manifestations of implementing Regional Government policies. The RPJMD encompasses the vision, mission, strategies, programs, and activities of the Regional Head during the 2017-2022 term, while the RPD serves as a more detailed continuation of the RPJMD, serving as a guiding document for the Acting Regional Head until the definitive Regional Head is elected. Mardikanto (2009) provides an understanding of development as a conscious and planned effort, which sustainably takes place by the government together with citizens or by the community with government support. This development approach utilizes specific technologies that are carefully chosen to address needs and resolve encountered challenges, with the ultimate aim of enhancing the quality of life and well-being for all citizens within a nation that strategically plans and executes such developmental initiatives.

Adrian Leftwich in Winarno (2013) states that there are nine main approaches to understanding development, namely the view of development as historical progress, exploitation of natural resources, promotion of economic progress, creation of conditions, ongoing processes, economic growth, structural change, modernization, and increase in production power. Furthermore, Patton (2005) states that development is a process that must sustainably take place, without a certain time limit, and planning must be based on a scale of priorities and certain stages. The development also involves a conscious effort, where every step of development must be based on clear and rational motivation, with well-defined goals

and objectives, not only influenced by emotional thoughts. According to Chambers as explained by Theresia (2015), community empowerment-based development is a development concept that includes social values. This concept represents a new paradigm in community-focused, participatory, empowering, and sustainable development. In the community empowerment-based development model, the main goal is to achieve meaningful growth, no longer relying on a top-down approach, but must prioritize a bottom-up approach.

In implementing regional development policies, adequate budget planning is required. Without sufficient budget support, the implementation of regional development policies will not run well. Planning is a crucial step in regional development. Good planning is an important foundation for sustainable regional development. With careful planning, the implementation of activities can run more effectively, thus achieving sustainable development. As explained by Sony et al (2008), Planning is an ongoing procedure that entails making choices and selecting various resource applications to attain future objectives.

Apart from planning, regional development budgeting is also a very important aspect. Planning and budgeting must support each other and go hand in hand. Raharjo (2011) states that regional development planning will work well if it is supported by adequate financial capacity, fair and equitable funding allocation, and clear measurements. Regional budgeting functions as a tool for evaluating the performance of regional apparatuses in achieving efficiency and effectiveness in managing public budgets, including in the budget planning process at the Regional Government level which has the authority to make budget allocations. As part of the implementation of Law No. 23 of 2014 concerning Regional Government, which was revised by Law No. 9 of 2015, the government has introduced Minister of Home Affairs Regulation No. 70 of 2019 regarding Regional Government Information Systems (SIPD). According to Article 274 of Law Number 23 of 2014, regional development planning must be based on data and information managed within the Regional Development Information System. The SIPD, as outlined in Permendagri No. 70 of 2019, is designed to fulfill the information requirements for regional development planning, regional financial information, and other relevant data. However, despite these regulations, Diah Indrajati, the Acting Director General of Regional Development at the Ministry of Home Affairs, highlighted in her statement during a coordination meeting on the management of data and information on regional development planning for 2018, that the management of SIPD still faced several challenges and was not yet fully optimized. Some of the obstacles encountered in using SIPD include understanding, coordination, and commitment of local governments that are not yet strong in using SIPD as a basis for preparing and evaluating regional planning and budgeting; data that is still partial in

various regions, so that it varies and the conditions for filling in the SIPD data elements are incomplete and not always updated; as well as limited human resources in the region. This condition causes time gaps and a lack of communication, which become serious problems between planning and budgeting at the regional level. There was a timing gap at the time of approval of the APBD in December of the previous year, but often the budget was not yet available or could not be used to carry out activities that had been planned to be carried out at the beginning of the year. This causes a shift in the time of implementation of activities that has the potential to affect the schedule of activities for one year. As a result, there are activities at the end of the year that cannot be carried out due to time constraints. In addition, there is also a communication gap where the coordination process between Regional Apparatuses (PD) for the planning process is still weak so that the activities developed are seldom synergistic, and sectoral interests often arise that are not aligned. As a result, PD tends to make as many suggestions as possible so that the probability of proposals being approved also increases. This is similar to setting multiple traps to ensnare multiple targets. These two issues consistently arise in the budgeting process related to villages in the Batu City Regional Government, particularly when determining financial assistance for the village government from sources such as Tax Sharing and Regional Retribution, along with the Village Fund Allocation (ADD). This situation poses challenges for the village government in effectively conducting village development planning.

The principles of village government administration, as outlined in Article 24 of Law Number 6 of 2014 concerning Villages, can be classified into the following categories: The Principle of Legal Certainty: All activities carried out by the village government must be based on the existing regulations in the law and not violate the law -invitation. Governance must prioritize justice without favoritism; The Principle of Orderly Administration: Every governmental activity must pay attention to order, harmony, and balance to avoid disharmony or disputes between communities; The Principle of Public Interest-Driven Governance: The management of government must give priority to the welfare and well-being of the public, ensuring the needs and interests of all members of society are taken into account for the greater good; The principle of openness: Government administration must be transparent, provide correct information, be honest, and not discriminate. The community has the right to obtain information regarding the administration of the village administration; Principle of Proportionality: Administration of government must prioritize proportionality in rights and obligations so that there is no imbalance between the two; Principle of Professionalism: Administration of government must be carried out professionally, by the code of ethics and

applicable laws and regulations; Principle of Accountability: Every administration of government must be accountable to the village community following the provisions of laws and regulations; Principles of Effectiveness and Efficiency: Every administration of government must attach importance to the level of effectiveness and efficiency, with clear goals and a positive impact on society; The Principle of Local Wisdom: The administration of village governance must be following the needs and interests of the local village community, protecting all segments of society without any discrimination; Principle of Diversity: The administration of village administration must treat every member of the community fairly and equally, without discrimination based on religion, ethnicity, or other factors; The Principle of Community Participation: In village administration, active involvement of all community members is essential, as village governance aims to benefit the entire village population without discrimination. The regional law product formed by the Batu City Regional Government concerning the administration of village governance is a form of implementing and fulfilling the above principles.

Empowered Village Potential Development

The Regional Development Plan (RPD) is a comprehensive planning document designed for regions where the term of the regional head concludes in either 2022 or 2023, as stated in Instruction of the Minister of Home Affairs (Inmendagri) Number 70 of 2021. The Regional Development Plan (RPD) involves future-oriented endeavors, beginning with phases of designing programs and engagements that encompass diverse components. The primary aim is to improve the overall well-being of a designated area within a defined timeframe (Armando Soares, 2015). Regional development planning has a strategic and important role because it allows us to direct regional development by considering the potential and existing resources. Good planning must be based on accurate, valid, and accountable data and information. Then, target achievement and data availability become important main measurements. Several indicators that need to be considered are the percentage of gaps in achieving the medium-term plan's targets with annual realization, the percentage of annual target achievements against the RPJMD targets, and the percentage of available statistical data to support planning.

The local government plays a key role in planning and implementing regional development programs because their authority and capabilities significantly influence the success of governance and development activities in that area (Armando Soares, 2015). In his book "Regional Development: Theory and Application," Ali Kabul Mahi elucidates that the primary goal of regional development is to attain a balanced and fair distribution of

development across regions, encompassing both physical and socio-economic aspects. In regional development planning, support is needed from other sciences related to the physical and economic development of the region, such as the science of evaluating and planning the use of land resources, the science of spatial planning and regional development, the science of developing rural and urban areas, the science of developing coastal areas and islands, small islands, as well as the science of administrative area expansion.

This book discusses various planning concepts that support regional development, including typologies and theories of regional development such as location, growth center, and metropolitan theories. In planning for When it comes to regional development, it holds paramount importance to support the evaluation and planning of land use physically and socio-economically, as well as planning for regional development and spatial planning, so that the planned regional development can synergize with each other and not conflict with one another. Urban and rural area development planning is also very important in managing urban land and urban infrastructure.

This book also discusses the development of coastal areas, which involves the potential and ecosystems of coastal areas and small islands, which have the potential for the physical and socio-economic development of the region. In addition, the phenomenon of regional expansion is also discussed, because regional expansion is part of the development of administrative areas. The feasibility of regional expansion is also a concern in this book, which involves evaluating various supporting factors for regional expansion such as population, regional economic capacity, regional potential, regional financial capacity, Polbudhankam conditions, welfare, area size, and span of control. This aims to assess whether the proposed expansion of the area is feasible or not. Furthermore, the book also introduces the Empowered Village program, designed as an all-encompassing empowerment initiative for rural communities. This program takes a holistic approach, encompassing capacity building, economic development, education, healthcare, environmental preservation, and disaster preparedness. Its primary objective is to empower local institutions, enabling them to address community challenges effectively and collaborate with the village government and other stakeholders. Funding for the Empowered Village Program is sourced from Zakat, Infak, and Alms donations provided by generous contributors of Rumah Zakat.

The primary objective of the Empowered Village program is to promote empowerment among both the community and individuals residing in village areas. Community empowerment is assessed through the establishment or reinforcement of social institutions, such as Community-Owned Enterprises (BUMMAs). Additionally, individual empowerment is

measured by enhancing knowledge, motivation, and skills in diverse sectors, including education, health, and the environment, which ultimately leads to an improved standard of living and increased welfare.

Law Number 6 of 2014 concerning Villages also addresses social institutions as a platform for active participation of the village community, serving as partners of the village government. The Empowered Village Program encompasses several initiatives with specific goals. The "Smile Champion" program aims to enhance education quality by focusing on students, infrastructure, and teaching staff, aligning with Sustainable Development Goals (SDGs) for free, equitable, and high-quality primary and secondary education. "Senyum Mandiri" is an economic empowerment initiative utilizing local resources to uplift underprivileged communities and combat poverty. The "Healthy Smile" program targets public health improvement through individual, communal, and community-driven approaches, including activities like Elderly Friendly, Toddler Posyandu, Mass Circumcision, Free Ambulance, Health Alert, Health Assistance, Nutrition Garden, and Free Clinic. Lastly, the "Sustainable Smile" program concentrates on environmental concerns, seeking to enhance environmental quality and address water, sanitation, and hygiene-related social issues.

Through these diverse programs, Desa Empowered aims to elevate the living standards of village communities and foster their active involvement in local development. Desa Berdaya focuses on village areas and selected sub-districts, employing an integrated approach that encompasses community development, economic growth, education, healthcare, environmental conservation, and disaster preparedness. The main goal is to develop local institutions that have the ability and strength to solve problems independently by utilizing existing resources and assets, as well as collaborating with various parties, especially the village government.

Since its establishment in 2001, Batu City has a total of 24 Villages/Kelurahan consisting of 19 Villages and 5 Sub-Districts. These settlements are spread over the following 3 sub-districts: 1. Batu District, with 4 villages and 4 sub-districts: Oro-oro Ombo village, Sidomulyo village, Pesanggrahan village, Sumberejo village, Temas sub-district, Sisir sub-district, Ngaglik sub-district, and Songgokerto sub-district. 2. Junrejo District, which consists of 6 Villages and 1 Sub-District: Junrejo Village, Tlekung Village, Beji Village, Torongrejo Village, Pendem Village, Mojorejo Village, and Dadaprejo Village. 3. Bumiaji District, with 9 Villages: Bumiaji Village, Pandanrejo Village, Giripurno Village, Gunungsari Village, Punten Village, Bulukerto Village, Sumbergondo Village, Sumberbrantas Village, and Tulungrejo Village.

The Empowered Village Program is expected to have a significant positive impact on rural communities in Batu City by reinforcing various aspects of their lives. An instance of the Empowered Village program is the initiative implemented in Pandanrejo Village, introduced by KomInfo Kota Batu on December 28, 2021. The Mayor of Batu, Dewanti Rumpoko, officiated the launch of this program at Strawberry Barn, Pandanrejo Village, Bumiaji District. The inauguration event was graced by a diverse range of attendees, including representatives from the Community and Village Empowerment Office of East Java Province (DPMD) under the East Java Provincial Government, Commission B of DPRD Batu City, TP PKK Kota Batu, TP PKK Pandanrejo Village, the Head of the Tourism Office of Batu City, and DP3AP2KB Kota Batu. In his direction, Mayor Dewanti appreciated the efforts of the Head of Pandanrejo Village in developing the village for the welfare of its citizens. However, he also hopes that this program will not only be limited to launching but will continue to be filled with various activities to attract tourists and residents around Batu City. He also appreciates the beauty and choice of building materials that are inexpensive but unique and memorable at the Strawberry Barn. Dewanti hopes to be able to work closely with related agencies to make Desa Empowered a memorable village and become an icon for the region.

Zainal Mustafa, a representative from the DPMD of East Java Province, explained that the Empowered Village Program was implemented as an effort to overcome the pandemic. The Empowered Village Program is being executed across 151 villages in East Java, with five villages from Batu City being part of it. Pandanrejo Village is among the five selected villages in Batu City that have received a dedicated budget in the form of Special Financial Assistance (BKK) from the East Java Provincial Government as part of the Empowered Village Program. The requirement to get this BKK is a village that has an independent status. This program aims to develop innovation and strengthen village branding so that it becomes iconic.

The Head of Pandanrejo Village, Abdul Manan, explained that Pandanrejo Village developed an identity as a producer of strawberries and was referred to as "Strawberry Granary." He hopes that by becoming a Strawberry Barn, Pandanrejo Village can become more empowered. Developing the potential of empowered villages is part of an effort to increase the ability of villages to achieve community welfare. This spirit is part of the regional responsibilities and authorities that have been mandated in laws and regulations. One form of innovation is a collaboration between the Village Government and the community in developing empowered villages, such as strengthening Bumdes, Tourism Village Programs, and others. The identification of village potential can be achieved by engaging multiple stakeholders involved in the development planning process, spanning from village

development plan discussions to the deliberations on urban development plans. This inclusive approach allows for a comprehensive understanding of the village's capabilities and resources. This approach is both process and substance oriented in utilizing and allocating village-related resources.

The approach to regional development planning has various orientations, including: 1. Technocratic approach: Regional development planning is executed using scientific methods and frameworks to effectively achieve regional development goals and objectives. 2. Participatory approach: Planning involves multiple stakeholders in the decision-making process to ensure broader representation and inclusivity. 3. Political approach: Planning translates the vision and mission of the elected regional head into a medium-term development planning document, which is discussed with the DPRD (Regional People's Representative Council). 4. Top-down and bottom-up approaches: Planning is coordinated through development meetings that involve various levels, from the village, sub-district, district/city regions, and provincial regions, up to the national level.

The substance-oriented regional development planning approaches comprise the following: 1. Holistic-thematic approach: Planning considers all elements, parts, or development activities as interconnected factors, challenges, obstacles, and issues, forming a unified unit to address regional development comprehensively. 2. Integrative approach: Planning combines multiple authorities into a cohesive and integrated process, with a clear focus on achieving regional development objectives. 3. Spatial approach: Planning takes into account the spatial dimension, incorporating spatial considerations and aspects into the planning process.

With these two approaches, village potential can be identified properly and become a reference in regional development planning. One form of empowerment in the framework of supporting empowered villages is the realization of village icons such as in Punten Village with the presence of "Punten Ae", the development of hamlet-based village tourism, and the existence of main rest areas/centers. In the pursuit of village development policies aimed at achieving self-sufficiency, the measurement of the Development Village Index (IDM) is employed as a means to track progress towards village and rural area development goals.

The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration has designed a prominent program centered on three essential approaches known as the pillars of Indonesian Developing Village. These pillars are the Wiradesa Community Network, the Village Economic Barn, and the Village Cultural Circle. By focusing on these three pillars, the priority programs aim to reinforce efforts for village advancement and self-reliance, ultimately

enhancing the well-being and quality of life for village communities. The Wiradesa Community Network aims to improve human quality by providing more opportunities and choices for villagers to uphold their rights and dignity. The primary goal of this program is to enhance the prosperity of individuals, families, and the entire village community. The Village Community Network is tasked with carrying out actions that encourage increased capability and power in various aspects of human life in the village, including values and morals, as well as village local knowledge.

Second, the Village Economic Barn aims to convert resource potential in the village into an economic sector that involves capital, economic organization and creates added value, and improves economic welfare. The Village Economic Barn is not only about production but also focuses on utilizing appropriate and environmentally friendly technology to add economic value. Development of the Village Economic Barn must overcome challenges related to strong capital, networks, and access to information. Therefore, the economic organization that is built must be following these needs. For example, BUMDes (Village Owned Enterprises) will be strong if they are managed by people from the village who have moral integrity and strong social capital. They must also be able to create creations and innovations to access the necessary capital, networks, and information. Third, the Village Cultural Circle is a village development social movement that does not depend on individual initiatives or incentives, but rather on cultural vocations. Based on the Village Cultural Circle, Village development requires collective efforts, embracing values of unity, solidarity, and consciousness to bring about positive transformations collaboratively. The village development movement is seen as an underlying cultural work with norms and morals, as a code of ethics, so that economic behavior in village life will bring respect and prosperity.

The Development Village Index (IDM) the composite index encompasses social, economic, and cultural dimensions. These dimensions encompass a range of variables, each serving as an operational indicator. Social resilience dimensions include social capital, health, education, and housing. The dimensions of ecological resilience include environmental quality, The economic resilience dimension covers the diversity of village community production, the presence of trading centers, accessibility to distribution and logistics, access to financial and credit institutions, economic institutions, and regional openness. On the other hand, the dimension of disaster resilience incorporates disaster-prone potential and the capacity to respond to disasters.

In developing village progress in Batu City, the three pillars of the Village Development approach serve as a reference: First, the aspect of the Wiradesa Community Network (Jamu

Desa) with priority activities such as Community Halls, community-based health, online libraries/village, entrepreneurship, and inclusive villages. Second, aspects of the Village Economic Barn (Bumi Desa) with priority activities such as tourist villages, agro technopark villages, organic-based industries, economic facilities and infrastructure, women entrepreneur groups, and BUMDesa development. Third, aspects of the Village Cultural Circle (Karya Desa) with priority activities such as facilitation of traditional villages, village almanacs, facilitation of participatory village culture, and village mediation institutions. All of these innovations aim to advance the village by exploring the potential and richness of culture and embracing village community participation in development efforts.

Oversight of the Village Fund Budget (ADD) for BUMDes, Tourism Villages, and other programs that support empowered villages is very important and must be carried out by all parties involved. The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration has established a method to assess the level of development and independence of villages. This is achieved through Regulation Number 2 of 2016, known as the Development Village Index (IDM) issued by the Government. According to this regulation, villages are categorized into five different statuses, which are:

First, Extremely Disadvantaged Villages or Pratama Villages: These villages face significant challenges, including susceptibility to natural disasters, economic instability, and social conflicts, which hinder their ability to effectively utilize their social, economic, and ecological resources. As a result, they encounter various forms of poverty and hardship. Second, Underprivileged Villages or Pre-Madya Villages: These villages possess potential social, economic, and ecological resources; however, they are not effectively utilized or managed to enhance the well-being of their residents and address poverty-related issues. Third, Developing Villages or Madya Villages: These villages have the potential to progress and possess considerable social, economic, and ecological resources. However, they have not fully optimized the management of these resources to enhance the well-being of their residents and alleviate poverty. Fourth, Maju Village or PreSembada Village: This village possesses significant social, economic, and ecological resources, and has effectively managed them to enhance the well-being of its inhabitants and alleviate poverty. Fifth, Independent Village or Sembada Village: This village is an advanced and self-sustaining community that has successfully implemented sustainable development practices, leading to improved quality of life and welfare for its residents, while exhibiting social, economic, and ecological resilience. One example of excellence lies in the seamless collaboration between The Village Government (Pemdes) and the community, which includes LPMD, PKK, Karang Taruna, RT/RW, and

various other entities. All these entities mutually support and motivate each other, actively engaging in empowering the development of empowered villages. This fosters a spirit of mutual cooperation to enhance the village with a commitment to sustainable progress.

Conclusion

The execution of the Regional Development Plan Policy in Batu City is evident through two official documents: the 2017-2022 Batu City Regional Medium-Term Development Plan (RPJMD) and the 2023-2026 Batu City Regional Development Plan (RPD). These plans are translated into action through Regional Regulations and Mayor Regulations that govern various development aspects within the city. The development planning in Batu City for Empowered Village Potential takes into account two different approaches. The first approach is process-oriented, encompassing technocratic, participatory, political, top-down, and bottom-up planning methods. The second approach is substance-oriented, comprising holistic-thematic, integrative, and spatial planning strategies. By combining these diverse approaches, policies are formulated to address the specific needs and realities of each village, empowering them to unlock their full potential.

In order to enhance the progress of empowered villages in Batu City, it is essential to conduct an evaluation of the implementation of the 2017-2022 Batu City RPJMD. This evaluation will help assess the achievements and shortcomings of the policy. Based on the findings, adjustments can be made to the implementation of the 2023-2026 RPD for Batu City, aligning it with the commitments agreed upon by various stakeholders. The Batu City Government should undertake a thorough evaluation of policies concerning villages, enabling them to play an active role as development entities. This involves fulfilling village government responsibilities, promoting village development, empowering village communities, and facilitating community development in accordance with the mandates outlined in the Village Law and its associated regulations. By doing so, the policies outlined in the Batu City RPD for 2023-2026 can be effectively realized.

Recommendations for further studies regarding the implementation of the empowered village development policy in Batu City: First, In-Depth Evaluation Study. Conduct a comprehensive assessment of the implementation of the Batu City RPJMD 2017-2022 to evaluate its achievements and shortcomings. This study should focus on success factors, barriers, and the actual impacts realized by the empowered villages. Second, Stakeholder Engagement Analysis. Examine stakeholder involvement in the planning and policy implementation process. Assess how their engagement influences policy effectiveness and

sustainability. Third, Comparative Inter-Village Study. Compare various empowered villages to identify factors contributing to success or failure in policy implementation. This will offer deeper insights into effective strategies for enhancing village potential. Fourth, Related Policy Analysis. Review other policies related to empowered village development, including government regulations concerning village laws, village government roles, and community development approaches. This ensures integration of proposed policies within a broader context. Fifth, Future Projection Study. Conduct a forward-looking study to identify trends, challenges, and future opportunities in empowered village development. This aids the city government in planning more effective long-term policies. By conducting these advanced studies involving comprehensive evaluations, stakeholder engagement analysis, comparative research, related policy analysis, and future projections, it will assist the Batu City government in enhancing the success and impact of the empowered village development policy. Additionally, it ensures the effective implementation of the Batu City RPD for 2023-2026.

Acknowledgments

The author would like to thank all parties who have assisted in the completion and publication of this article, especially to the Head of the Postgraduate Program in Administrative Sciences at the University of Islam Malang who has provided the opportunity to study and complete Masters studies. It is hoped that the publication of this article can provide benefits and goodness to all parties, especially the village government in utilizing their potential.

References

- Aprian, H. (2022). *Strategi Perencanaan Pembangunan Desa Wisata Torongrejo Dalam Mendukung Program Desa Berdaya*. Universitas Tribhuwana Tunggaladewi.
- Armando Soares, R. N. dan M. M. (2015). Peranan Pemerintah Daerah Dalam Perencanaan Pembangunan Daerah. *JISIP: Jurnal Ilmu Sosial Dan Ilmu Politik*, 4(2). <https://doi.org/https://doi.org/10.33366/jisip.v4i2.102>
- Budi, W. (2013). *Etika pembangunan*. CAPS.
- Damayanti, M. S. & M. (2016). Diversifikasi Produk Wisata Sebagai Strategi Pengembangan Daya Saing Wisata Kota Batu. *Jurnal Pembangunan Wilayah Dan Kota*, 12 (03), 325–335. <https://doi.org/https://doi.org/10.14710/pwk.v12i3.12907>
- Dewi Cahyani Puspitasari, Rina Satriani, S. B. P. (2019). Pengembangan Kapasitas Masyarakat Partisipatif: Studi Implementasi Program Saemaul Undong Di Kabupaten Gunung Kidul DIY. *JSPH: Jurnal Sosiologi Pendidikan Humanis*, 4(1). <https://doi.org/http://dx.doi.org/10.17977/um021v4i1p1-13>

- Editor., Grindle, M. S. (1980). *Politics and policy implementation in thr third world*. Princeton University Press, 1980.
- Firohatin Ronasifah, Nurul Umi Ati, Hayat, H. (2019). Peran Lembaga Swadaya Masyarakat (Lsm) Cakrawala Keadilan Dalam Pemberdayaan Lingkungan (Studi Tentang Gerakan Peduli Sampah Di Desa Paciran Kecamatan Paciran Kabupaten Lamongan). *Jurnal Respon Publik*, 13 (03)(ISSN 2302-8432), 56.
- Inayati Nuraini Dwiputri, M. S. K., & Allo, A. G. (2019). Projections of Regional Macroeconomic Conditions using the Univariate Forecasting Method. *Economics Development Analysis Journal*, 8(3).
- Jaringan Dokumentasi dan Informasi Hukum Nasional BPK RI. (2014). *Peraturan Menteri Dalam Negeri Nomor 114 Tahun 2014 tentang Pedoman Pembangunan Desa*. BN.2014/NO.2094, kemendagri.go.id : 34 hlm.
- Jaringan Dokumentasi dan Informasi Hukum Nasional BPK RI. (2015). *Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia Nomor 1 Tahun 2015 Tentang Pedoman Kewenangan Berdasarkan Hak Asal Usul Dan Kewenangan Lokal Berskala Desa* (p. 3). BN.2015/No.158, jdih.kemendesa.go.id : 9 hlm.
- Khabib Alia Akhmad. (2015). Pemanfaatan Media Sosial Bagi Pengembangan Pemasaran UMKM (Studi Deskriptif Kualitatif Pada Distro di Kota Surakarta). *Jurnal Ilmiah Teknologi Informasi Dan Komunikasi*, 9(1).
- Kiki Endah. (2020). Pemberdayaan Masyarakat: Menggali Potensi Lokal Desa. *Jurnal Moderat*, 6(1). <https://doi.org/https://dx.doi.org/10.25157/moderat.v6i1.3319>
- Mardikanto, T. (2009). *Sistem Penyuluhan Pertanian*. Sebelas Maret University Press.
- Muchamad Zaenuri, Yusrim Musa Iqbal, M. (2021). Collaboration Governance in The Development of Natural Based Tourism Destinations. *Journal of Government and Civil Society*, 5(1). <https://doi.org/10.31000/jgcs.v5i1.2839>
- Muhammad Qur'anul Kariem. (2020). Konsepsi Kebijakan Pemerintah Di Era New Normal. *The Journalish: Social and Government*, 1(2), 076–080.
- Pandi Larenggam, Alden Laloma, S. D. (2015). Efektivitas dan Pelaksanaan Fungsi Lembaga Pemberdayaan Masyarakat (LPM) Dalam Pengembangan Desa Di Kecamatan Melonguane Kabupaten Talaud. *JAP*, 3(31), 2.
- Patton, A. (2005). *Peran Informal Leader Dalam Pembangunan Desa di Daerah Perbatasan Kabupaten Malinau*. Universitas Brawijaya.
- Raharjo, A. (2011). *Manajemen Pemerintah Daerah*. Graha Ilmu.
- Rahman, K. (2022). Collaborative Governance In Rural Area Development At Kampar Regency Riau Province. *COSMOGOV: Jurnal Ilmu Pemerintahan*, 8(2). <https://doi.org/10.24198/cosmogov.v8i2.41125>

- Rendra Setyadiharja dan Wihelmina Yufenta, Marniawati Hia, A. N. (2016). Kebijakan Pembangunan Dan Arahkan Potensi Sumber Daya Pada Wilayah Perbatasan Natuna Kepulauan Riau. *ARISTO*, 4(1), 53–64. <https://doi.org/10.24269/ars.v4i1.179>
- SAFITRI, A. D. (2022). *Implementasi Kebijakan Tata Kelola Keuangan Desa Berbasis Good Governance (Studi pada Desa Tulungrejo Kecamatan Bumiaji Kota Batu)* [Universitas Islam Malang]. [http://repository.unisma.ac.id/bitstream/handle/123456789/3918/S2_MIA_21902091005_ALINDA DWI SAFITRI.pdf?sequence=1&isAllowed=y](http://repository.unisma.ac.id/bitstream/handle/123456789/3918/S2_MIA_21902091005_ALINDA%20DWI%20SAFITRI.pdf?sequence=1&isAllowed=y)
- Saihul, A. (2021). *Implementasi Visi Desa Berdaya Kota Berjaya Berdasarkan Peraturan Daerah Kota Batu Nomor 3 Tahun 2018 Tentang Rencana Pembangunan Jangka Menengah Daerah Tahun 2017 – 2022* [Universitas Islam Malang]. <http://repository.unisma.ac.id/handle/123456789/2326>
- Theresia, A. (2015). *Pembangunan Berbasis Masyarakat*. Alfabeta.
- Wibawa, S. (1994). *Kebijakan Publik : Proses dan Analisis*. Intermedia.
- Widya Sari, Andi Muhammad Rifki, M. K. (2020). Analisis Kebijakan Pendidikan Terkait Implementasi Pembelajaran Jarak Jauh Pada Masa Darurat Covid-19. *Jurnal Mappesona*, 3(2). <https://doi.org/10.30863/mappesona.v3i2.830>