



Policy Innovation of The Cikolelet Village Government in Developing the Village into a Tourism Village

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A B S T R A C T

Policy innovations made by the Cikolelet Village Government to become a tourist village and various village development efforts are efforts to overcome various problems faced by the village government and the community. The policy innovation is to change from underdeveloped villages to developing and advanced villages in 2021 according to the Village Development Index indicators. In 2017 Cikolelet Village was designated as the first tourist village in Serang Regency. Policy innovation is a major part of the transformation process or creating irreversible transformations based on a set of new order principles. Indicators of policy innovation, namely the creation stage, design stage and implementation stage according to Robert and King, are used as an analysis knife as well as innovation attributes according to Rogers to complete the description of Cikolelet Village Government's policy innovation in developing tourist villages. The research method used is qualitative with a case study approach. Key informants consisted of the Cikolelet village head, Pokdarwis head Anindya Pramita, Bumdes director and Cikolelet village officials. Data analysis used source triangulation according to Miles and Huberman. The results showed that the innovation of tourism village development policies in Cikolelet Village has run optimally, marked by the achievement of the 2021 ADWI award as the Most Favorite Tourism Village and encouraging other tourism villages in Serang Regency to adopt Cikolelet Village's tourism development policy innovations.

INTRODUCTION

The complexity of modern life, expectations of increased community prosperity, social problems, and many other factors dramatically increase the maturity and responsibility of village governments to seek various innovations to answer these demands. Although there is a stigma stating that public organizations experience obstacles in innovating because they do not dare to take risks, depending on one reliable employee, leadership factors, and budget limitations (Hartley, 2005), it does not discourage the Cikolelet Village Government from innovating policies in developing the village's potential into a tourist village.

Innovation is often a response to external development trends. For example, climate change, disease/pandemic crises and economic crises are most often cited as factors inhibiting the achievement of sustainable economic growth. On the one hand, these trends are considered to be devastating in the short term, but on the other hand, external development trends encourage product, process and even institutional changes that are very important in order to increase competitiveness again and survive in unstable conditions (Hjalager, 2010).

This is also the case with tourism innovation. Policy innovation, especially in the field of tourism according to Hall and William 2008, as cited (Hjalager, 2012) is still very rare. This is because tourism is a field that benefits from innovations in other fields, such as agro-industry, information and communication technology or transportation. Even (Hall, 2009) states that the tourism sector has not been touched by policies on national innovation as well as tourism innovation in Australia and New Zealand.

In Indonesia itself, although it does not explicitly mention national innovation in the field of tourism, the strengthening of national innovation policies is contained in Law Number 17 of

2007 concerning the 2005-2025 RPJPN which emphasizes that support for strengthening innovation is needed to strengthen the domestic economy with global orientation and competitiveness. Furthermore, at the local government level, regulations on innovation are contained in Law Number 23 of 2014. It is stated that regional innovation is needed in order to improve the performance of the Regional Government, the Regional Government can innovate. Meanwhile, at the village government level, the Ministry of Village Government and Disadvantaged Regions established the Village Innovation Program policy with 3 program targets, namely entrepreneurship development, human resource improvement and village infrastructure procurement. (KemendesPDTT, 2019)

Deciding to become a Tourism Village in 2017, the policy innovation taken by the Cikolelet Village Government is a change or breakthrough to overcome the stagnation and deadlock of public organizations. In Indonesia, the application of regulations on innovation is contained in Law Number 23 of 2014. It is stated that regional innovation is needed to improve the performance of local government administration, local governments can innovate. O'Donnell (2006) states that innovation is a change in policy or management practice that leads to continuous improvement of public services or an increase in the quantity or quality of an organization's output. There is also Mulgan & Albury (2003) state that successful innovation is the creation and application of new processes, products, services, and delivery methods that result in significant improvements in efficiency, effectiveness, or quality of results.

Innovation categories, especially in organizational innovation, consist of product innovation, service innovation, process innovation, position innovation, strategy innovation, governance innovation, and rhetorical innovation (Hartley, 2005;

Taylor, 2018). Divide the types of innovation in the public sector, including innovation to improve new services, process innovation, administrative innovation, system innovation, concept innovation, and radical change innovation. Furthermore categorizes innovation based on the level of impact produced, namely incremental innovation, radical innovation, and systemic innovation (Mulgan & Albury, 2003; O'Donnell, 2006).

Innovation in Indonesia is recognized to have developed rapidly, but innovation is still considered weak. There are three characteristics of innovation in Indonesia, namely 1) it is partial, in the sense that the innovations carried out have not been automatically connected to other innovations, 2) innovation still does not have a large and collective effect and does not have a long-term vision, and 3) the innovations developed are stagnant, not daring to make changes or new ideas (Tri Widodo Utomo, 2016).

Although the characteristics of innovation in Indonesia are considered unsuccessful as above, Cikolelet Village continues to strive to make various innovations to change the conditions of the village and the community that is still underdeveloped. Based on the Village Development Index data in the table below, it is known that Cikolelet Village is a disadvantaged area based on the categories of social resilience (health, education, social capital, and housing), economic resilience (diversity of community production, access to distribution, access to financial institutions and regional openness) and environmental resilience (environmental quality and disaster-prone).

Efforts to change the condition and status of the village were made by the Cikolelet village government. Cikolelet Village has tourism potential in the form of the panoramic beauty of mountains, and waterfalls, besides that it also has the potential for local agricultural products (lemongrass soap, lemongrass oil, and Banten coffee) and cultural traditions that have not been maximized. Therefore, through the Village Development Innovation Program in the form of local economic development and entrepreneurship, improving the quality of human resources, and fulfilling and improving rural infrastructure (KemendesPDTT, 2019), Cikolelet Village has developed innovations to change the condition of the underdeveloped village. In addition, with the strengthening of funding from village funds, the Cikolelet Village Government decided to find a way out of the problems faced. As Aubert (2010) states, innovation can also mean the development of productive sectors that may be new to a particular economy, but allow it to compete successfully in world or regional markets.

Gajahrejo Village, Malang Regency, is a village that has abundant natural potential but is disadvantaged. Based on the sustainable livelihood approach analysis, it is known that the human capital owned is skills, natural capital is tourism potential and physical capital is transportation. Of these potentials, the biggest one that can be developed to overcome community poverty and change village conditions is tourism potential (Hasnatul Layli et al., 2020).

The innovation of tourism village development policies through the GaDis program in Harapan Jaya Village is carried out through BUMDes by utilizing the village's local potential (tourism), encouraging community empowerment, the commitment of BUMDes managers and tourism awareness groups (Kagungan & Rosalia, 2022).

There are three factors as drivers of rural tourism development, namely rural areas have natural and cultural potential that is relatively more natural than urban areas. Second,

the rural physical environment is relatively pristine or not much polluted, and third, in terms of economic growth, rural areas face slower or fewer conditions, so the utilization of the economic, social, and cultural potential of rural areas has not been optimally explored (Sutiani, 2021).

According to Priasukmana (2001) in Istiyani (2019), the determination of a village a tourist village must meet the following requirements:

1. Good accessibility so that it is easy for tourists to visit with various types of transportation.
2. Have interesting objects in the form of nature, cultural arts, legends, local food and so on that can be developed into tourist objects.
3. The community and village officials accept and provide great support to the tourist village as well as to the tourists who come to the village.
4. Security in the village is guaranteed
5. Adequate accommodation, telecommunications of labor available
6. Cool or cold climate
7. Connected to other attractions that are already known by the wider community.

Research with the theme of tourism village development was conducted by (Lagalo et al., 2022; Itah Masitah, 2019) which states that the development of tourism villages is constrained by the lack of community support, including the lack of government support to promote tourism village attractions and amenities. (Widiastuti & Nurhayati, 2019) highlighted more internal and external factors that influence the development of tourist villages. Meanwhile, there are still few studies related to the innovation of tourism village development policies.

Cikolelet Village's policy innovation in developing into a tourist village is not without obstacles. The first obstacle is the rejection by the community, in this case, a group of ulama and community leaders who consider that becoming a tourist village can dilute the religious values that have been held by the community. Second, the ability and capacity of the Cikolelet Village community are still low to be able to manage tourism objects. The results of research on the innovation of tourism village development policies in Cibeusi, Subang Regency, experienced obstacles in terms of poor policy focus, there were no regulations governing tourism villages and also related to governance in the form of lack of accessibility to tourist village locations (Diningrum, 2021).

The results of research (Melina & Widaningrum, 2021) state that the successful development of Sekapuk village tourism is a policy innovation resulting from the elaboration of the vision and mission of the village head, where the innovation is developed through product innovation, process innovation, service innovation, and system innovation. In addition, community support is actively involved in maximizing tourism development.

As stated by Josef Schumpeter, innovation is different from invention. The invention is a new idea about how to do something, while innovation is how to put it into practice. Therefore, there are two aspects of innovation, namely novelty and implementation (Edler & Fagerberg, 2017).

Policy innovation according to Sururi (2017) is an effort to overcome market failure. According to Robert and King, policy innovation is a major part of the transformation process or creating irreversible transformations based on a set of new-order principles. There are stages of policy innovation, namely:

1. Creation. Innovative ideas that arise are related to needs, problems, or concerns. Policy initiation or defining problems and proposing solutions; Policy innovation aims to remove barriers that prevent businesses from generating economically relevant knowledge or overexploiting it (Hjalager, 2010).
2. The Design stage is putting the idea into a concrete form of a working paper or model. Policy design is a new field of study that integrates design methods and traditions in the world of social, economic and environmental policy. Policymakers design the future of the world and implement the design in the hope of realizing their vision of the future. However, the design method is different from the methods commonly used in policy formulation and implementation. In design, requirements evolve with the creation and evaluation of new systems (Johnson & Cook, 2013).
3. The implementation stage is implementing ideas or incorporation, routinization, and diffusion of ideas. (Cerami, 2007). Policy implementation implies the link between policy and action. Policy and implementation are two sides of the same coin. Implementation approaches can be broadly categorized into three categories: 'top-down', 'bottom-up' and 'interactive' or 'hybrid', with the first two categories being frequently used in tourism literature (Rodríguez et al., 2014)

Meanwhile Edler & Fagerberg, (2017) states that there are 3 types of policy innovation, namely:

1. Mission-oriented policy innovation is made to provide new solutions, to be implemented, but this policy innovation is challenged in the political agenda.
2. Discovery-oriented policy innovation (narrower), which is more focused on research and development and disseminating discoveries to the market / private sector
3. System-oriented policy innovation, which has a more recent origin and focus, developed in the form of a national innovation system.

Policy innovation according to Mulgan & Albury can be in the form of policy innovation as a form of initiative and new policy direction, innovation in the policy-making process, and policy innovation specifically created to encourage innovation and encourage the spread of innovation (Mulgan & Albury, 2003). Meanwhile, according to Rogers (1983) there are several attributes of innovation, namely relative advantage, compatibility, complexity, trialability, and observability.

Policy innovation at the central, regional, and village levels of government is strongly influenced by the size of the authority granted. According to (Strumpf, 2002), regions that are given more authority to make their own decisions will produce more policy innovations. Although, policy innovation can be a choice between definite policies, policies with known results, and experimental policies that may or may not have better results.

According to (Hsu et al., 2013), tourism policy innovation making has not been studied extensively and can still be considered an immature area of academic research. According to (Hall, 2009) the fact that only a few tourism researchers have multidisciplinary backgrounds and thus lack understanding of the relationship between tourism theory and policy formulation.

This research was conducted to describe the policy innovations carried out by the Cikolelet Village Government in developing the village into a tourist village since 2017. Indicators

of policy innovation, namely the creation stage, design stage, and implementation stage according to Robert and King, are used as an analysis knife and innovation indicators according to Rogers to complement the description of Cikolelet Village Government's policy innovation in developing tourist villages.

METHOD

The research method used in this research is qualitative with a case study approach. The focus of the study is the case specification in an event that includes individuals, cultural groups, or a picture of life (Creswell 1998; Wahyuningsih, 2013). There is also Yin (2009; Hentz, 2015) the case study method is suitable when the purpose of the study is to maintain holistic and meaningful characteristics of real-life events. Meanwhile, Hidayat, (2019) states that case study research is a series of scientific activities carried out intensively, in detail, and in-depth about an activity, the activity carried out either by individuals, groups, institutions, or organizations to gain in-depth knowledge of the event. Data collection was done through documentation, recordings, interviews, direct observation, and participant observation. The key informants were the Cikolelet village head, the head of the Anindya Pramudita tourism awareness group, the BUMDes director, and Cikolelet village officials. The research data was analyzed using triangulation of sources and data.

RESULTS AND DISCUSSION

Cikolelet Tourism Village is located in the tourist zone of Anyer Cinangka Beach, Serang Regency. The topography of Cikolelet Village is a medium-altitude hilly area with a maximum altitude of around 5000 MDPL. To the east, it is bordered by Perhutani protected forest and a Lake swamp conservation area. Based on village monographs in 2021, there are 5,132 residents with 1,360 family heads spread across 3 Community Associations and 11 Neighborhood Associations and a village area of around 954 Ha.

As Robert and King stated, policy innovation has several stages, starting from the creation, design, and implementation stages. Based on the results of in-depth interviews with research informants and after triangulation and data reduction of the research results, the research results can be presented below.

Policy Creation Stage

The election period for the Cikolelet village head in 2016 decided Ojat Darajat as the Cikolelet village head for the period 2016-2019. Realizing that the condition of the village he leads is still underdeveloped, Village Head Ojat held a direct meeting with the community to identify the problems and potential of the village. Based on the results of the meeting, the village problems were identified as underdeveloped infrastructure, low quality of human resources, low economic level of the community, location of natural attractions bordering the perhutani area and lake swamp conservation area. Meanwhile, the potential in the form of natural beauty, cultural arts, and local agricultural commodities can be developed as village superior products and become tourist attractions.

The meeting decided that Cikolelet Village would be developed into a tourist village. There was rejection and distrust of the village government over the results of the decision. This was due to the concerns of some community leaders and the community who considered that there would be an erosion of religious values and cultural values of local wisdom when many tourists came. Trying to find a way out, the village government

through the village head conducted a comparative study/benchmark on one of the tourist villages in Klaten, Central Java, regarding the stages and initial obstacles faced in becoming a tourist village. The results of the visit were then conveyed back to the village forum that the stages of becoming a tourist village that is visited by tourists require a long time and a large amount of money as well as support from the community. Related to concerns about the erosion of local wisdom values, the Village Head assured that the traditional cultural arts of Cikolelet Village which have been less exposed and only held during weddings, and celebrations in the village will be used as an icon of Cikolelet's traditional culture. That becoming a tourist village is a form of village innovation as an effort to improve community welfare.

As a result of research [Permadi et al., \(2022\)](#) that has been conducted direct meetings with the community and identify the problems that exist in Cikolelet village in the process of developing it into a tourist village. The next stage is formulated in the HR improvement program including Home Stay Management training program, Special Interest Guiding and Interpretation Training, Food and Beverage Service and Management Training, Tour Package Development Training and Digital Marketing training.

Table 1. The following are the potential tourist attractions of Cikolelet Village

No	Destination	Potential
1	Cultural Traditions	Cultural parades, Nggurah Dano Cultural Traditions, Prahprahan traditions, Ngayun / Marhaban, Cultural traditions of storytelling / reading, Nukuh and Ngiring Panganten and Moro (Hunting animals Plant pests)
2	Traditional arts	Calung Art, Kendang Pencak Silat, Rudat Art, Rampak Qasidah, Kasidah and Marawis
3	Agricultural products	Etawa Goat Milk Production, Oyster Mushroom Cultivation, Melinjo Baking, Local Coffee Production (Robusta Karuhun), Lemongrass Oil Distillation

Source: research 2023

Based on Tourism Village Guidelines, there is a strategy for developing tourism villages, one of which is through the development of Tourism Destinations in which there are tourist attractions, public facilities, tourism facilities, accessibility, and communities that are interrelated and complement the realization of advanced tourism ([Kemenparekraf, 2021](#)). [Suwena \(2017\)](#) states that tourist destinations must be supported by four main components with the term 4A, namely attractions, facilities/amenities, support/access, and services/ancillary services. Furthermore, [Hamsal \(2021\)](#) added that destination development includes six components of tourism products, namely tourist attractions, accessibility, amenity, available packaging, activities, and ancillary or institutional agents.

Through the approach of the 3 A concept (Attraction, Accesibility and Amenity), it is known that the Attraction (tourist attraction) in Cikolelet Village is as follows (1) natural tourist area of Puncak Pilar plateau, (2) natural tourist area of Cibaja plateau, (3) processing of etawa goat milk, (4) emping and cuplis processing, (5) lemongrass oil processing, (6) Ngagurah Dano tradition events, (7) arts and cultural attractions of rudat

and tambourine arts, (8) August 17 festivals and parades, (9) Puncak Pilar camping ground area, and (10) Puncak Cibaja camping ground area ([Suprina et al., 2015](#)).

The next stage carried out in the development of Cikolelet tourist village is coordination with the Serang Regency Youth, Sports and Tourism Office (Disporapar) regarding the plan to make Cikolelet Village a tourist village in Serang Regency. So, based on the direction of Disporapar, information about tourist villages from various references, and the results of visits to tourist villages in Klaten, the institution that must be formed first as the forerunner of a tourist village is the formation of a Tourism Awareness Group or Pokdarwis.

Based on these considerations, the Cikolelet village government together with youth and community leaders began to organize Pokdarwis personnel/members. The consideration to become a member of Pokdarwis is more based on people who are considered potential and have a serious desire to jointly develop tourism in the village. The Pokdarwis members themselves are 25 people from various educational and professional backgrounds. The formation of Pokdarwis Cikolelet Village was authorized by the decision of the Cikolelet village head and Pokdarwis was named Anindya Pramita.

Related to the natural tourism attractions of Cikolelet Village, namely curug Lawang, curug kembar, and cibaja peak, the location is on the village border with the perhutani area and the lake swamp conservation area. Therefore, the Cikolelet Village Government seeks to build communication and cooperation with the forestry and lake swamp conservation managers. Following up on this, a village-owned enterprise was formed that is responsible for managing natural tourism objects and collaborating with the forestry company.

Regarding accessibility, the cikolelet village government allocates village funds for road construction, although the road construction cannot be fully funded by village funds. Therefore, the village government applied for CSR assistance from companies and banking institutions in Banten Province. As a result, there was CSR funding assistance from Bank Jabar Banten and PT Krakatau Steel to build road infrastructure.

Policy Design Stage

According to Robertson and King, the policy design stage is the activity of realizing policy formulation in the form of working papers or policy models. Based on a series of policy creation activities as described earlier, the next stage is to determine the policy design for the development of tourist villages in Cikolelet Village. The resulting policy innovations include:

1. Decree of the Cikolelet Village Head Number 06/Kep-Ds. 2009/VIII/2017 on the Determination of the Management Structure of Pokdarwis Anindya Pramudita Cikolelet Village.
2. Decree of the Cikolelet Village Head Number 05/Kep-Ds. 2009/V/2017 on the Appointment and Ratification of the Cikolelet Village BUMDes Management
3. Cikolelet Village Regulation No. 01/2017 on the Establishment of BUMDES Cikolelet Village
4. Cikolelet Village Regulation Number 05 of 2017 concerning the Cooperation Agreement for the arrangement of Cibaja natural attractions, Curug Lawang and Curug Kembar between the Cikolelet Village Government, BUMDes, and Perum Perhutani.

Based on various considerations and assessment components related to the elements of a tourist village, the Government of

Serang Regency through Decree of the Regent of Serang Number 556/Kep-606-Huk/2017 established Cikolelet Village, Cinangka Subdistrict, Serang Regency as a Tourism Village.

Although formally juridically, Cikolelet Village has been designated as the first tourist village in Serang Regency, there are obstacles in implementing the tourism development policy innovation. The obstacles to tourism development policy innovation include the cost dimension, in the form of limited village funds that can be allocated for tourism development, complexity in policy innovations that have been made because they collide with higher regulations such as the absence of a legal umbrella at the Serang Regency level in the form of Regional Regulations on tourist villages. This is in line with the opinion (Hjalager, 2012) that cost challenges, business failures that are considered too large, the complexity of policy innovation, a business environment that is too competitive and organizations that tend to maintain the status quo.



Figure 1. Cikolelet Tourism Village

Sources: research documentation 2023

Policy Implementation Stage

Based on the Serang Regent's decree, the Cikolelet Village Government continues to develop various village potentials into tourist destinations. From an institutional perspective, the existence of Pokdarwis is the spearhead of the village tourism sector. The formation of Pokdarwis in tourist villages is a form of community participation and support in tourism development. The existence of Pokdarwis in the context of tourism destination development has served as one of the "driving elements" in supporting the creation of a conducive environment and atmosphere at the local level in the region, which collectively will have a positive impact on the development of tourism destinations in the context of a wider region (kemenparekraf, 2012).

Pokdarwis Anindya Pramita Cikolelet Village is attraction support in Cikolelet Village because group members serve and assist tourists in carrying out tourist activities so that tourists feel comfortable and at home with the introduction of the village carried out by Pokdarwis. Pokdarwis members consist of village youths in Cikolelet Village, the village head as a patron, and the secretary as an advisor.

Related to the weak ability of the community to understand the concept of tourism villages, tourism awareness and Sapta Pesono, the Cikolelet Village Government collaborates with the Serang Regency Tourism Office, the Banten Provincial Tourism Office, and STP Trisakti College which aims to fill the agenda in the human resource development program in Cikolelet Village. In addition, the Cikolelet Village Government encourages Pokdarwis members to attend various trainings organized both

by the Provincial Tourism Office and by private institutions. These training include homestay management training programs, tour package development training, and digital marketing training. Permadi et al., (2022) the results of his research state that the assistance stage of Cikolelet tourism village development is a process to achieve an increase in the quality of products and services of pioneering tourism villages through Bumdes. In the process of assisting the community, not only from the Cikolelet Village government but also from the Serang Regency Tourism Office, Banten Provincial Tourism Office, Banten Serang Regency Youth Sports and Tourism Office and STP Trisakti. Furthermore, in the implementation stage of the HR improvement training program, it was carried out in the village office hall, where the community participated in various training agendas ranging from Home Stay Management Training, Special Interest Guiding and Interpretation Training, Service and Management Training.

Training and mentoring in digital marketing and finance for MSMEs and BUMDes in Cikolelet Village was also carried out by Wisyastuti et al., (2023) as an effort to overcome the constraints of marketing MSME products which are still traditional in the form of "getok tular or word of mouth". Furthermore, (Brahmantyo et al., 2018) provided assistance to Pokdarwis, Barista and PKK mothers in the form of training in forming tourist travel packages based on local wisdom in Cikolelet Tourism Village which consists of elements; 1) transportation, 2) homestay accommodation, 3) serving food and drinks, including coffee shops, 4) tourist attractions, 5) tour guides and team building facilitators, and 6) provision of souvenirs.

Various policy innovations and activity programs that have been carried out by the Cikolelet Village Government have produced encouraging results, where in December 2021, in the Indonesian Tourism Village Award, Cikolelet Tourism Village was included in the category of the 50 best tourist villages in the program from the Ministry of Tourism and Creative Economy (Kemenparekraf, 2012).

In the Indonesian Tourism Village Award or ADWI 2021, Cikolelet Village won two awards. The first award is the ADWI 2021 award in the Pioneer Tourism Village category and for this award, Cikolelet Tourism Village received a development fund of IDR 10 million. The second award is the ADWI 2021 Favorite Tourism Village category with an assessment based on the Kemenparekraf Youtube video vote and for this award, Cikolelet Tourism Village received a development fund of IDR 50 million.

The implementation of cultural tradition development policies, namely ngagurah dano, it has been held regularly in the month of August each year. Even the cultural festival in Cikolelet Village is used as a tourist icon in Serang Regency. This annual festival is carried out as a strategy from the village government to attract tourists to come to visit Cikolelet village. The curiosity of people outside Cikolelet about ngagurah dano is expected to increase the number of tourist visits to Cikolelet Village. Another cultural tradition is the Prah-Prahan Culture, which is a community ritual activity that is still preserved which is usually held on Wednesday in the last week of the month of muharaman.



Figure 2. Cikolelet Tourism Village festival flyer



Figure 3. Entrance Gate Of Cikolelet Rural Village

Based on the exposure of the tourism village development policy innovation carried out by the Cikolelet Village Government, in principle it contains 3 basic things, namely: (F. Rachman & Suryono, 2017)

1. The principle of conservation, namely the development of a Tourism Village must be able to maintain, protect, and contribute to improving natural resources.
2. The principle of community participation, which means that development must be based on the deliberation of the local community and be sensitive and respectful of the socio-cultural values and diversity of traditions adopted by the community around the area.
3. Economic principles, namely that the development of a Tourism Village must be able to provide benefits to the local community and become a driver of economic development in order to develop balanced development.

According to Roger, innovation attributes consist of relative advantage, compatibility, complexity, trialability, and observability. The relative advantage of the cikolelet tourism village policy innovation shows the novelty of the idea of a lagging village to make changes and not a single village in Banten province has become a tourist village in 2017. In terms of compatibility, the

policy innovation is the adoption of innovations from the success of tourist villages in Klaten, Central Java. Even so, the complexity of policy innovation feels so heavy, but the innovation is likely to be tried very large.

From the complexity element, the Cikolelet tourism village policy innovation faces challenges related to funding issues for the development of tourism village accessibility, which is resolved by collaborating and cooperating with the private sector and related agencies. Meanwhile, the Triability element shows that the rejection of some community leaders related to the establishment of tourist villages due to concerns about the fading of religious values and local wisdom of the village conducted persuasive approaches and communication that this is not the case. The art and cultural traditions of the local community will be used as the village's flagship attraction. Finally, the observability element shows that the policy innovation of developing a village into a tourist village is something that is easily observed by other villages. These innovations can be adopted and diffused and developed according to the conditions of the local community to produce something better.

In its current development, Cikolelet Tourism Village is considered a "mentor or teacher" for the development of other tourism villages in Serang Regency. Therefore, the Youth, Sports and Tourism Office of Serang Regency encourages the Cikolelet village head to disseminate tourism innovations to other tourist villages. This is in line with the opinion of (Joppe et al., 2013) who emphasized that Rogers' innovation diffusion model also shows that each group needs the others. Innovators need imitators to adopt the innovators' new ideas to build credibility, while imitators need innovators to be creative and risk-taking. Without diffusion an innovation will have no economic impact. In particular, innovation diffusion drives competitiveness, creates jobs, helps promote shared prosperity, reduces inequality, impacts both the efficiency of national innovation systems and contributes to sustainable and inclusive long-term growth (Caiazza, 2016).

CONCLUSION

Policy innovation is born from a long process to find solutions to problems faced in society. Policy innovation is an effort to provide the best public services to all components of society by recognizing existing problems and exploring the potential that can be developed. The stages of policy innovation ranging from creation, and modeling to the implementation stage require a strong commitment from the leader and full support from the entire community so that the innovations made can run as expected. Tourism policy innovations that are still little carried out by the village government have made Cikolelet Tourism Village a pioneer in developing tourism development policy innovations and making Cikolelet tourism village a developed village. This success is an encouragement for other tourist villages in Serang Regency to adopt policy innovations in tourism development that have been carried out by Cikolelet Village.

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