

## **Evaluation of Partnership in the Development of Tourist Village in Sidomulyo Village, Batu City**

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### **INDEXING**

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### **ABSTRACT**

The development of tourism villages aimed at improving community welfare often faces challenges such as low resource capacity, poor stakeholder coordination, and inadequate facilities. Specifically in Sidomulyo Village, the existing partnerships have not had a significant impact, raising questions about their effectiveness in supporting the development of village tourism. This research aims to evaluate the partnership program in Sidomulyo Village in order to understand the root of the problems and determine the benefits and shortcomings of the partnership. This research uses a qualitative method with a descriptive approach to highlight the shortcomings and weaknesses in the phenomenon of partnerships. Using the CIPP evaluation model (context, input, process, product), the researcher evaluated the implementation of partnerships in the development of village tourism in Sidomulyo Village, Batu District, Batu City. The research results indicate that the lack of a shared vision in the development of tourism villages is a factor in partnership failure. Therefore, it is hoped that in the future, the parties involved in the development of tourism villages can build a shared commitment to the established vision. Therefore, future research needs to conduct similar studies in different locations to determine if partnership failures are faced with the same factors.

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## **INTRODUCTION**

The process of developing a tourism village certainly aims to increase the village's progress for the welfare of its people. Essentially, the development of rural tourism must be based on the facts and carrying capacity available in the village, and it must have clear objectives to align with expectations or desired outcomes (Jubaedah & Fajarianto, 2021). However, the development of rural tourism is not always directly proportional to the expected goals. For example, the development of village tourism faces sustainability challenges, meaning the community still lacks understanding on how to improve performance quality so that tourism can continue (Plummer et al., 2022). In this case, the focus in developing a tourism village is on the actors or related parties, because if it is not managed with sufficient understanding, it will certainly be more difficult to achieve the expected goals.

The issue of developing village tourism is not just about impacts such as increased risk of pollution and environmental damage (Hajar et al., 2024). However, there is also the low capacity of village resources in tourism development, insufficient government promotion and support, poor coordination among stakeholders, inadequate tourism facilities, and insufficient protection from local governments for tourism development

actors (Kusworo, 2023). Therefore, we must collaborate or work in partnerships to develop tourism villages. Some studies show that cooperation and partnerships in the development of tourism villages can enhance their social and economic development (Wang & Li, 2021). Guo et al (2022), in their study, also proved that the existence of partnerships will be able to drive the formation of effective, efficient, and high-quality institutions.

Some studies suggest that partnerships can provide a viable institutional framework to support development, but whether they can have a positive impact on the development of village tourism is questionable given the numerous on-the-ground problems that pose challenges or obstacles in the process. Partnerships in the development of tourism villages, as well as in other areas such as education and business development, are not always considered beneficial, as partnerships often experience inconsistencies. For example, partnerships that have developed across Africa, such as Global Health Partnerships (GHPs), are intended for collaborative planning within government policy; however, they have become contested spaces (Grand & Mutereko, 2023). The partnership model at the seaports of the Republic of Croatia is considered to be misaligned with its existing potential, despite some progress (Hadžić, 2022). Additionally, in the study by Ahmad et al (2022), it was shown that Public-Private Partnerships (PPPs) have not been widely explored in various countries, which is due to differences in performance indicators found within these partnerships.

The issue of partnership is not only occurring in Africa and Europe but also in Indonesia, at both the central and village levels. For example, in Batu City, which has issues related to partnership networks, meaning the good relationships between village tourism actors, the private sector, or other relevant parties have not been conducive (Sembiring et al., 2020). This is because partnerships in village development are usually only viewed from their implementation (Dewi, 2020). But not many people evaluate the partnership, even though evaluation is a way to see if a plan is successful or not.

On the other hand, to prevent various problems from occurring in the development of village tourism in Batu City, the Batu City government created regulations in the form of Regional Regulation Number 1 of 2013 concerning the organization of tourism. The regulation provides guidance for all matters related to the development of tourism in Batu City. One of these includes management, meaning how the Batu City government carries out its duties to manage, care for, or control tourism. This policy provides an overview of the Batu City government's efforts to take strategic steps to support the development of existing tourism villages in Batu City. However, the development of tourism villages in Batu City still faces problems related to infrastructure that has not been fully resolved (Rahadiantino et al., 2022). In addition, the weak negotiation skills of industry players (Tobing et al., 2023). This issue is also faced by Sidomulyo Village in Batu City District, such as a lack of facilities in the tourist village, declining visitor numbers, and limited capital (Bora et al., 2018).

Previous research conducted by Ramadhani & Madani (2022) titled "Analysis of Partnerships in Achieving Sustainable Development Goals (SDGs) in Biringala Village, Barombong District, Gowa Regency" has explained that the partnerships implemented in Biringala Village are capable of achieving the Sustainable Development Goals (SDGs), thus having a positive impact by improving the community's economy. Additionally, this research confirms the importance of partnerships in developing tourism villages to achieve advanced villages, which aligns with the 2014 Village Law regarding cooperation with

third parties, stating that such cooperation can accelerate the implementation of development, guidance, and empowerment of village communities. Therefore, partnerships are crucial for developing tourism villages, as they provide a platform to achieve the objectives of tourism village development.

This is different from Sidomulyo Village, which has established partnerships, but so far no significant impact has been seen. Referring to this issue, this study aims to evaluate the causes of the existing problems. Therefore, partnerships are important to evaluate in order to determine the benefits and drawbacks gained during the partnership process. The evaluation results can also be used to gauge future partnerships, as they show which party contributed more. As for how to evaluate partnerships in the development of tourism villages in Sidomulyo Village, Batu City, the researcher uses the CIPP model developed by Stufflebeam and Shinkfield.

## **LITERATURE REVIEW**

Gunawati et al (2020), in their research titled "Evaluation of the Partnership Program between PT Gombek Boer Indonesia and Goat Farmer Groups (Case Study of Goat Farmer Groups in Doko District, Blitar Regency)," described the partnership program from the perspective of livestock development. The approach used in this study is a mixed method, which is a combination of quantitative and qualitative approaches, while the evaluation model used is CIPP (context, input, process, product). By focusing on the partnership program, the results obtained show that in the context of the partnership's evaluation, PT Gombek Boer has shortcomings in planning, such as training, marketing, and guidance for farmers, which are also considered less than optimal. In the input evaluation, the main obstacle was very limited communication, as it only occurred when there were problems. In the process evaluation, the obstacles found came from both sides: the farmers were cheating, and PT Gombek Boer Indonesia was not firm in addressing the issues. As for product evaluation, there were problems in marketing by PT Gombek Boer Indonesia, which resulted in delays in purchasing livestock from partner farmers.

Loli et al (2021), in their research titled "Evaluation and Analysis of Conservation Partnership Programs in Bunaken National Park for Coral Reef Ecosystem Management in Poopoh Village, Minahasa Regency," described the benefits of partnership programs and the factors influencing them, both internal and external. The data collection techniques used in this study are qualitative and quantitative. This research uses qualitative and quantitative data collection techniques, which are then supported by secondary data in the form of documents related to the institution, followed by descriptive analysis. Thus, the results obtained show that the benefits of the partnership program include ecological aspects, namely an increase in the coral fish population.

Suardika (2020), in his research titled "Evaluation of Kerta Village Tourism Development, Payangan District, Gianyar Regency," states that if new tourism destinations are created but there is a lack of collaboration or partnerships, the development of village tourism will be less effective and efficient. This is based on low promotion, the lack of outstanding product uniqueness, and the village's image being unknown to the public. Therefore, it is necessary to understand the needs of visitors, such as current tourism trends, so that this can be used as a reference for building a tourism village that is different from others.

## **RESEARCH METHOD**

### **Research locations and times**

The research location is Sidomulyo Village, Batu District, Batu City, East Java. The research was conducted over a period of 4 months, from July 15th to November 15th, 2024.

### **Research Approach**

The method used is a qualitative method with a descriptive approach. This method was chosen because the author wanted to describe the shortcomings or weaknesses of the phenomenon in the partnership so that they could later be improved using the research results. The data sources used are primary data obtained or taken directly from relevant parties and secondary data, such as government documents and media reports from newspapers, websites, or journals relevant to the research.

### **Data Collection Methods**

This research uses several data collection methods, including observation, which involves going directly to Sidomulyo Village to obtain data by observing subjects or phenomena. Next, we conduct systematic interviews, where we pose questions to the resource person, and unsystematic interviews, which flow organically. In addition, this research also uses the documentation method to collect data or obtain images about the research subject, which will later be used as support in the research.

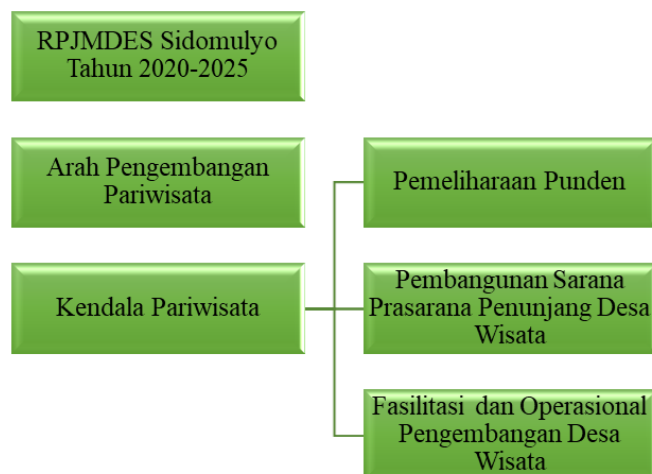
### **Data Analysis**

The data analysis technique used in this study began with data reduction, which involved collecting data relevant to the research. This procedure was followed by data display, which presented the data, and finally, conclusion drawing, which presented the researcher's findings.

## **RESULT AND DISCUSSION**

### **Evaluation of Problem Focus & Partnership Needs (Context)**

The Sidomulyo Village Government has a target to develop village tourism destinations in its area, which is outlined in the 2020-2025 Village Medium-Term Development Plan (RPJMDES). In that document, the ultimate goal of the Village Medium-Term Development Plan is to achieve the development of a tourism village that relies on ornamental plant agriculture. This aligns with the current dynamics of Batu City's regional development, which is increasingly focused on agricultural-based tourism. However, in realizing a tourist village, the Sidomulyo Village government faces several obstacles to tourism development, namely: (1) Maintenance of the Punden; (2) Construction of supporting infrastructure for the tourist village; and (3) Facilitation and operation of tourist village development.



**Figure 1. Problem Focus Evaluation**

*Source: Data processed from the 2020-2025 Village Development Plan (RPJMDes) of Sidomulyo Village, 2024*

The above issues arise due to several factors, including a) weak management of the Sidomulyo Village Tourism Program; b) tourism potential that is not fully utilized; and c) a lack of professional business management knowledge in administration, production systems, and marketing access. Of the three constraints on the development of Sidomulyo village tourism mentioned above, one of them can be addressed by the Sidomulyo village government: the maintenance of the punden. The total number of punden in Sidomulyo Village is 7, with 3 located in Tinjumoyo Hamlet, 3 in Tonggolari Hamlet, and 1 in Sukorembug Hamlet. The maintenance of the punden is not only the responsibility of the village government but also of the Village Community Empowerment Agency (LPMD) because the LPMD is the institution responsible for assisting the Village Head in receiving community aspirations and mobilizing the community. Thus, the maintenance of the punden also becomes the responsibility of the community, as the punden is a cultural facility that must be preserved.

The people of Sidomulyo Village believe that the punden must be preserved because it is the burial place of the ancestors who founded Sidomulyo Village. Also, preserving the punden helps future Sidomulyo Village generations learn the values of their ancestors' struggles. However, it should be noted that although a punden is a respected place, this does not mean it should be sanctified as a place of worship. However, the next two constraints (Figure 1) have not yet been resolved by the village government, so to address these issues, the village government, through the Head of General Administration and Business, is attempting to identify partners who are considered capable of helping to solve the current problems. From the results of the identification by the Sidomulyo Village government, several names of institutions were obtained that will be used as partners in developing the village tourism.

**Table 1. Partner Role**

No	Partner	Role
1.	Sidomulyo Village Government	Field coordination and program sustainability
2.	Faculty of Agricultural Technology, Department of Agricultural Industrial Technology, Brawijaya University	The arrangement of tourist villages includes planning, organizing, and developing tourism through innovation in tourist destinations.
3.	Kelompok Sadar Wisata (Pokdarwis)	Technical Coordinator for the implementation of training and facilitation for the development of tourism villages
4.	Kelompok Tani Tanaman Hias	Technical Coordinator for the implementation of training and facilitation for the development of ornamental plant educational tourism
5.	UKM Batik Sidomulyo	Technical coordinator for the implementation of the training and facilitation for the development of Sidomulyo Batik's unique products
6.	BUMDes Mulyo Joyo	Arrangement of tourism management

*Source: Data processed by Author, 2025*

The table above describes that the partnerships implemented by the SidoMulyo village government overall involve 6 partners, each of whom has a role and responsibility in the development of tourism villages in SidoMulyo Village. The division of roles is intended to ensure that throughout the partnership process, all planned activities can proceed according to the plan agreed upon by all partners.

### **Evaluate Plans & Strategies to Achieve Partnership Goals (Input)**

Based on the explanation from the previous context evaluation, it is known that the Sidomulyo Village Government already has plans to involve several institutions in the development of tourism villages in Sidomulyo Village, which include the Faculty of Agricultural Technology, Department of Agricultural Industrial Technology, UB; the Batu City Tourism Office; the Tourism Awareness Group (Pokdarwis); the Ornamental Plant Farmers Group; Sidomulyo Batik SMEs; and BUMDes Mulyo Joyo. The offer made by the Sidomulyo Village government to potential partners was well-received, so all the potential partners mentioned above agreed to the partnership invitation from the Sidomulyo Village government. However, of course, in this collaboration, all partners must have clear commitments and equal benefits.

The problems currently faced by Sidomulyo Village in developing tourism can be seen in Figure 1. Based on these problems, all involved partnerships will create a plan to be implemented over a three-year period, starting from 2020 to 2022. The parties who will contribute to the development of the tourist village are the Sidomulyo Village Government, the Brawijaya University Village Partner Development Program (PPDM) team, the Tourism Awareness Group (POKDARWIS), the Ornamental Plant Farmers Group, Sidomulyo Batik SMEs, and the Batu City Tourism Office. The relevant parties will hold discussions to determine plans based on the issues. The results of the discussion obtained by referring to the village tourism development plan in Sidomulyo Village can be seen in the table below.

**Table 2. Planning for the Development of Sidomulyo Tourism Village**

No.	Village Issues	Program Agreement	Activities	Collaboration
1	Punden Maintenance	1. Mobilizing the community in the implementation of village development through self-help and mutual cooperation.	1. 1.Maintaining sacred sites	1.Sidomulyo Village Government; and 2.Village Community Empowerment Agency (LPMD)
2	Development of supporting infrastructure for village tourism	1. Strengthening Facilities for Agritourism and Agroindustry Tourism Services, as well as Tourism Management in Sidomulyo Flower Tourism Village 2. Development of Typical Souvenir Products from Bunga Sidomulyo Tourism Village	1. Development of a tourist information center  2.Construction, management, and development of village tourism  3. Sidomulyo's special product marketing innovates on tourism attraction packages.  4.Strengthening information technology in tourism management	1.Sidomulyo Village Government; 2. Brawijaya University's Village Partner Development Program Team (PPDM);  1. Sidomulyo Village Government; 2. Brawijaya University's Village Partner Development Program Team (PPDM); 3. Tourism Awareness Group (POKDARWIS); 4. Ornamental Plant Farmers Group; 5. UKM Batik Sidomulyo; 6. Batu City Tourism Office; and 7. BUMDes Mulyo Joyo  1. Brawijaya University's Village Partner Development Program Team (PPDM); 2. Batu City Tourism Office; and 3. BUMDes Mulyo Joyo  1. Sidomulyo Village Government; 2. Brawijaya University's Village Partner Development Program Team (PPDM);
3	Facilitation and operation of village tourism development	1. Guidance and Mentoring in improving the quality of Tourism Governance and Management in the Management of the	1. Comparative study to tourism villages in Banyuwangi City and Banyuwangi Regency..	1.Sidomulyo Village Government; 2.Brawijaya University's Village Partner Development Program Team (PPDM);

No.	Village Issues	Program Agreement	Activities	Collaboration
		Sidomulyo Flower Tourism Village		3. Tourism Awareness Group (POKDARWIS); and 4. Ornamental Plant Farmers Group;
			2. Training on legal and professional institutional management.	1. Sidomulyo Village Government; 2. Brawijaya University's Village Partner Development Program Team (PPDM); and 3. BUMDes Mulyo Joyo
			3. Training and mentoring on the governance and management system of village tourism destinations in accordance with SOPs.	1. Sidomulyo Village Government; 2. Brawijaya University's Village Partner Development Program Team (PPDM); 3. Tourism Awareness Group (POKDARWIS); 4. Ornamental Plant Farmers Group; 5. UKM Batik Sidomulyo; 6. Batu City Tourism Office; and 7. BUMDes Mulyo Joyo

*Source: Data processed by Author, 2025*

The table above describes the planning for the development of a tourism village, as well as the various partners who are helping to solve the problems of the tourism village in Sidomulyo Village. However, the plans made by the partners will focus on solving two problems, as one of the three can be resolved by the village itself. As for the partners' problem focus, it includes a) developing supporting infrastructure for the tourist village and b) facilitating and operating the development of the tourist village. Therefore, the partners will hold a discussion to determine what plans and strategies will be implemented in the development of the tourist village in Sidomulyo Village.

### **Evaluation of Plan Implementation and Partnership Benefits (Process)**

In the input evaluation (Table 2), it was described that there were 2 problem areas related to the development of village tourism and 3 program agreements that were desired to be implemented. The first issue that is the focus of the partnership is the development of supporting infrastructure for the tourist village. In this program, the partnership presents two program agreements: Strengthening Facilities for Agrotourism and Agro-industry Tourism Services and Tourism Management in Sidomulyo Flower Tourism Village, and product development of typical souvenirs from Sidomulyo Flower Tourism Village. The realization of these two agreements consists of four activities, including the first activity, building a tourism information center. With the presence of this facility, the production system and marketing access can be well managed. With clear information about tourism, visitors will find it easier to learn everything related to Sidomulyo Tourism Village,

including the operating hours of the attractions, available tour packages, and even the cost of the tours.

The second activity is the training on the management and development of tourism villages. The presence of this activity will maximize the tourism potential that has not been fully utilized. Thus, in this activity, the partnership will provide guidance to enable the utilization of all the potential possessed by Sidomulyo Tourism Village. The third activity is the marketing of Sidomulyo's signature products, which involves innovation in tourism attraction packages. By innovating the tourism packages, Sidomulyo Tourism Village will offer a different experience compared to other tourism villages. The next activity is strengthening information technology in tourism management. This activity is highly needed by the managers of the Sidomulyo Tourism Village, considering that in this era of technology, many visitors seek information through social media. Therefore, this activity can help improve marketing access for Sidomulyo Tourism Village.

The next problem the partners want to solve is the facilitation and operation of developing a tourism village. To address this issue, the partnership created a program for training and mentoring to improve the quality of governance and tourism management in the administration of the Bunga Sidomulyo Tourism Village. In implementing this program, the partnership wants to carry out several activities that are appropriate for the needs of tourism village development. The first activity is a comparative study visit to tourist villages in Banyuwangi City and Banyuwangi Regency. This activity aims to gain knowledge, such as about best practices in tourist villages and how to develop village potential.

The second activity is training on legal and professional institutional management. The presence of this training is a response to the problem of weak tourism management in Sidomulyo Village. In this activity, the partnership will certainly focus on developing the human resources of the tourism sector so that Sidomulyo Tourism Village can thrive because it is managed by competent actors. Meanwhile, the third activity is training and mentoring on the governance and management system of village tourism that complies with SOPs. With tourism management training, tourism stakeholders can learn how to manage tourism in accordance with regulations.

### **Partnership Impact Evaluation (Product)**

Product evaluation is an assessment obtained from the partnership evaluation process in the development of village tourism in Sidomulyo Village. This evaluation aims to see the impact of the partnership or the results of the partnership, whether the partnership can carry out its plans as expected, or if there are many obstacles encountered. The planning for the development of the flower village tourism consists of three programs: a) strengthening facilities for agritourism and agro-industry tourism services, as well as tourism management in Sidomulyo Flower Village; b) training and mentoring in improving the quality of governance and tourism management in the management of Sidomulyo Flower Village tourism; c) product development of typical souvenirs from Sidomulyo Flower Village tourism.

In strengthening facilities for agrotourism and agro-industry tourism services, as well as tourism management in Sidomulyo Flower Tourism Village, this partnership successfully carried out various activities, such as the launch of the Tourism Information

Center on October 8, 2020, by the Head of Brawijaya University LPPM, the Head of the Batu City Tourism Office, and the Head of Sidomulyo Village.



**Figure 2. Launching the Sidomulyo Village Tourism Information Center**

*Source: Village Tourism Managers, 2024*

In addition to launching PIW, the partnership also innovated on the tourist attraction packages, namely agrotourism educational destinations and marketing of Sidomulyo's signature products. The innovations implemented are the partnership's efforts to utilize existing potential. In this case, the partnership is leveraging the community's capabilities and aims to empower the community through the development of a tourist village. In support of the development of this partnership-based tourism village, training is also provided on tourism village management and development to ensure successful management and the creation of unique tourism villages. The partnership engages in these types of activities.



**Figure 3. BIMTEK Technology & Management for the Development of Sidomulyo Flower Tourism Village**

*Source: Village Tourism Managers, 2024*

The image above shows that the training conducted took the theme of Technology and Management Training for the Development of Sidomulyo Tourism Village, including the following materials: a) waste processing technology for Batik MSMEs; b) strengthening management for the Pokdarwis Human Resources Team; and c) innovation in ornamental plant product development. These various materials will certainly have a significant impact on the development of tourism villages and tourism village managers. Partners also implement a program that provides training and mentoring to enhance the quality of governance and tourism management in Bunga Sidomulyo Tourism Village. Tourism villages need training and mentoring, as programs may fail without them. Here are the forms of program implementation in managing the Sidomulyo Flower Tourism Village.



**Figure 4. Comparative Study on the Development of Sidomulyo Tourism Village**

*Source: Village Tourism Managers, 2024*

The image above shows that the partners conducted a benchmarking study visit. This activity took place on July 18-19, 2020, in Tebing Breksi Tourism Village in Yogyakarta and Wanurejo Tourism Village located in Borobudur. This activity was attended by the Sido Mulyo village government, LPMD, BPD, rest area managers, batik SMEs, pokdarwis, and PKK mobilizers. However, the implementation of this activity differed from the previous plan, where the initial plan was for partners to conduct a comparative study at the tourist villages in Banyuwangi City and Banyuwangi Regency. Nevertheless, this activity still had a significant impact on tourism management stakeholders because through this benchmarking study, all participants gained valuable insights into how to effectively manage a tourism village.

In addition to benchmarking activities, the partnership also provides training on legal and professional institutional management, as well as training and mentoring on village tourism governance and management systems that comply with SOPs. Here is a breakdown of the activities involved in improving tourism management in Sidomulyo Village.

**Table 3. Details of Activities in Tourism Management Improvement**

Training and Mentoring in Improving Tourism Governance and Management			
BIMTEK Technology & Management Development of Sidomulyo Flower Tourism Village			
Year	Pokdarwis	Kelompok Tani	UKM Batik
1	Institutional Management and Governance of Tourism	Tourism Education Management (Cultivation and Production of Ornamental Plants)	Batik Waste Treatment Technology
2	Tour Guide	Edukasi untuk Perawatan Tanaman Hias	Dyeing Technology Natural Batik
	Typical Sidomulyo Souvenir Products and Promotional Graphic Design		
3	Creating Tourism Destination Packages and Institutional Legality		
Strengthening Facilities for Tourism Information Center Services and Tourism Management Governance			
	Facilities		
Year	Pokdarwis	Kelompok Tani	UKM Batik
1	Used Containers for Tourism Information Centers	Tourism Village Application	Absorption Wells Waste Disposal
2	Drones for Tourism Promotion	Design for an educational leaflet on ornamental plants	Batik frames and display cases
	Culinary Pilot Project at the Flower Garden		
3	Laptop and Camera		

*Source: Village Tourism Managers, 2024*

The table above explains the mechanism for implementing the activities carried out over three years, from 2020 to 2022. This three-year partnership has successfully demonstrated that the partners have fulfilled their previously agreed-upon responsibilities. This demonstrates the partnership's ability to comprehend the relationship between the challenges encountered and the necessary actions.

Partnerships have employed various strategies in developing tourist villages to achieve their goals, which significantly impacts the future development of these villages. The implemented strategies include creating a management structure for the tourist village, which will ensure continuous improvement in its development year after year. This is the Sidomulyo Tourism Village's organizational structure.



**Figure 5. Sidomulyo Tourism Village Management Structure**

*Source: Village Tourism Managers, 2024*

The image above depicts the management of Sidomulyo Tourism Village, but over time, specifically in 2022, the management underwent changes. This change was made after tourism management training, although the structure of the management was not completely altered in substance, but rather new fields were added and the names of the management positions were changed. Previously, the section in the old management only covered 6 areas, whereas after the changes, these areas became 13, including a) public relations and marketing; b) business development; c) tourist destinations and tour guides; d) souvenirs and creative economy; e) attractions and cultural arts; f) adventure and outbound; g) culinary; h) homestays; i) environment and CHSE; j) education; k) facilities and infrastructure; l) digital and creative; and m) decoration and landscaping.

The involvement of various partners in the development of the tourist village can be considered successful, as evidenced by the significant progress experienced by both the Sidomulyo Village government and the community.

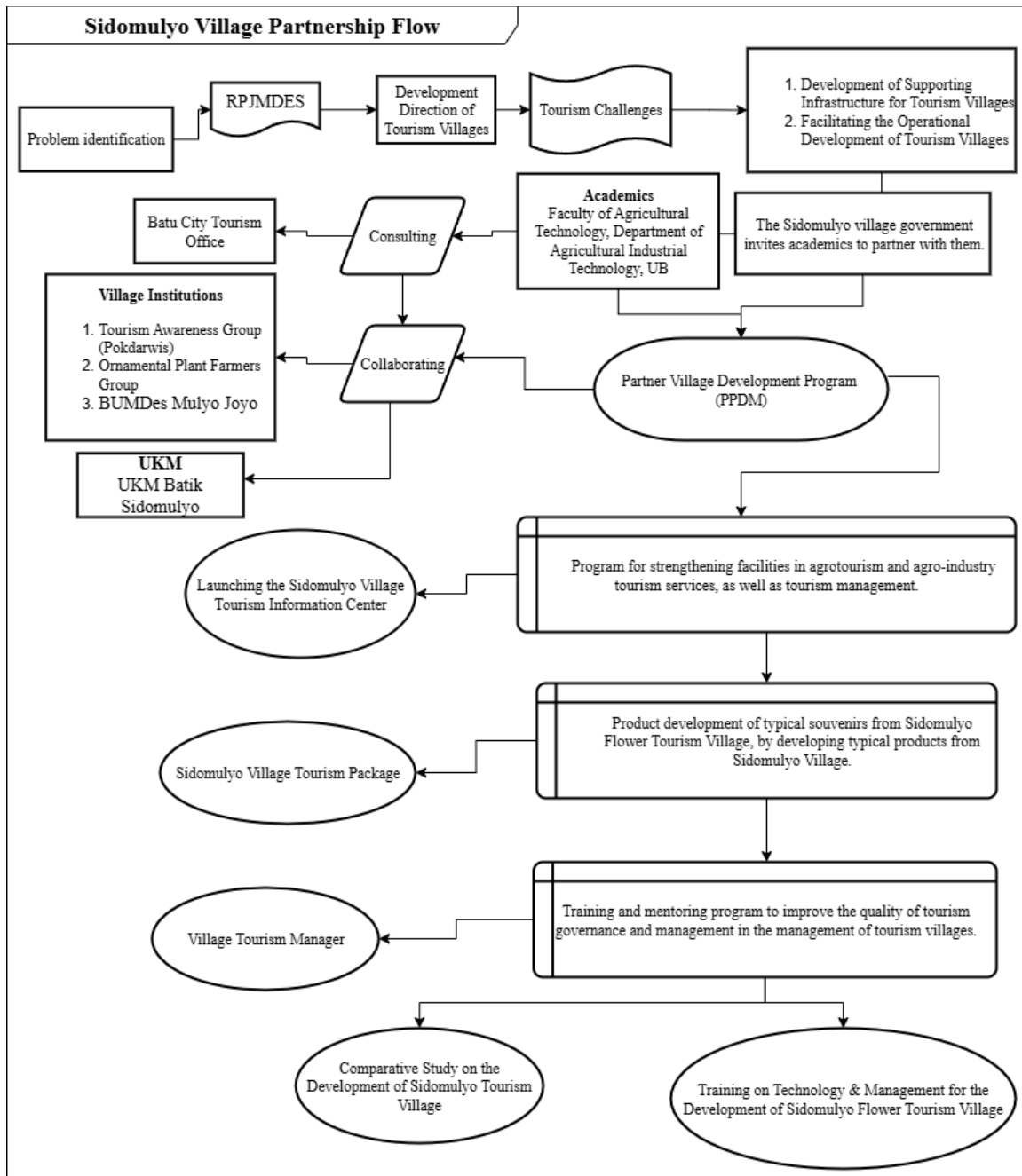
**Table 4. Achievements of the Partnership**

No	Activity	Achievements of the Partnership	
		Before the Partnership	After the Partnership
1.	Strengthening facilities for the Tourism Information Center and Tourism Management Governance Services, as well as tourism management in the Flower Tourism Village of Sidomulyo.		
	Tourism Information Center	There is no tourism information center in the Flower Tourism Village of Sidomulyo that provides information on tour packages and educational tourism.	a) The existence of a tourism information center b) The availability of tour packages and educational tourism
2.	Guidance and Mentoring in Improving Tourism Governance and Management		
a	Comparative Study to the Osing Tourism Village in Banyuwangi	Still relying on guests from the rest areas in Sidomulyo Village.	It can create tourist destinations and develop tour packages that will attract tourists.
b	Training on legal and professional institutional management with standard-compliant licensing. Government.	POKDARWIS Go Green Adventure, the Ornamental Plant Farmers Group, and Sidomulyo Batik have not yet obtained business legality.	POKDARWIS Go Green Adventure, the Ornamental Plant Farmers Group, and Sidomulyo Batik will be legally registered through a notary, relevant agencies, and legal documents such as a notary deed, TDI, SIUP, and permits.
c	Training and mentoring on tourism governance and management systems and Standard Operating Procedures (SOPs)	Still low understanding of tourism governance and management	The understanding of productive communities regarding tourism governance and management systems, as well as Standard Operating Procedures (SOPs), gradually reached 100% within the first 3 years.
d	Training on educational tourism	Public understanding of educational tourism is still low.	Increased understanding of the productive community about educational tourism.

No	Activity	Achievements of the Partnership	
		Before the Partnership	After the Partnership
e	Training and mentoring on professional business administration management.	Administrative management in the business is still family-based and not fully professional.	The administrative system for recording production and finances has become more planned and systematic, which will be very advantageous in evaluating business progress related to increased access to capital and business marketing.
f	Training and mentoring on creating tour packages	The absence of a tour package	Availability of Tourist Package Options at Sidomulyo Flower Tourism Village
3.	Product Development of Typical Sidomulyo Souvenirs	a) Low knowledge of waste treatment technology and batik dyeing b) Batik Sidomulyo production is not yet maximized. c) Limited production facilities, including those for product display to support marketing. d) There are no facilities yet for handling waste from batik dyeing.	a) a) Increased understanding of implementation in environmentally friendly waste treatment technology and marketable batik dyeing technology. b) b) Maximum production and product marketing development c) c) Availability of product display facilities so that Sidomulyo's distinctive batik-based handicrafts can be displayed attractively and support marketing. d) d) Availability of soak wells for batik dyeing waste.

*Source: Village Tourism Managers, 2024*

**Achievements** Some of the partnership achievements mentioned above have shown that the partnerships undertaken by the Sidomulyo Village government have been successful. The established cooperation has significantly improved tourism development in Sidomulyo Village compared to the previous situation. For example, before the partnership, Sidomulyo Village did not have a tourism information center or tourism packages. With the help of the partnership, Sidomulyo Village has been able to attract more tourists to visit. The image below illustrates the partnership process that Sidomulyo Village followed from the outset until the launch of the partner programs.



**Figure 6. Diagram Flowchart of the Partnership Process in Sidomulyo Village**

*Source: Data processed by Author, 2025*

Based on the image above, it can be seen that the partnership in Sidomulyo Village is driven by two problems that the village government cannot solve. Therefore, the Sidomulyo village government is attempting to collaborate with academics, namely Brawijaya University. Furthermore, the partnership initiated by the village government was accepted by UB in the form of the Village Partner Development Program (PPDM). This program benefited academics by meeting the campus's needs while also assisting the village in developing its tourism sector. The partnership form undertaken is collaborative because it

involves other parties to support the program's sustainability, such as village institutions, SMEs, and the Batu City Tourism Office as mentors or places for the village government to consult. This experiment proves that when partnerships are done well, the potential for success is greater because of the funding provided by academics, village institutions, and even SMEs to help address the challenges of developing village tourism.

## CONCLUSION

Based on the analysis of the partnership evaluation in the development of tourism villages in Sidomulyo Village, it is concluded that the partnership implemented by the Sidomulyo Village Government with several partners has been successful. This conclusion is evidenced by the evaluation results using the CIPP evaluation model, which states that the context, input, and process evaluations have been effective. The effectiveness of these three evaluations stems from the partnership's ability to address the challenges of village tourism development in Sidomulyo Village. Conversely, the effectiveness of the product evaluation results was not as high. For example, one of the outcomes of the partnership was the formation of a team to manage village tourism, but currently, although there is a team to manage village tourism, not all village tourism affairs are handed over to them. Thus, this does not have a long-term impact because the Sidomulyo village government and the village tourism managers are not working in tandem or together. Therefore, if this continues, it is feared that it will have a negative impact on the development of village tourism in Sidomulyo Village, Batu City. Therefore, this conclusion draws attention to the importance of good communication between the Sidomulyo Village Government and the village tourism managers so that the future development of village tourism in Sidomulyo Village can continue to be monitored and evaluated regularly. This is done so that the parties involved can monitor the progress of village tourism development, identify obstacles, and find solutions to the problems or constraints currently being experienced.

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