

**STRATEGIC PLANNING FOR TOURISM VILLAGE DEVELOPMENT:
ANALYSIS OF POTENTIALS AND PROBLEMS IN NOEPESU VILLAGE
BARAT MIOMAFFO DISTRICT NORTH TIMOR TIMOR REGENCY**

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ABSTRACT

This study aims to analyze and describe the potential and problems of developing a tourist village in Noepesu Village, West Miomaffo District, North Central Timor Regency. The type of research used is descriptive qualitative research with data collection techniques using Focus Group Discussion, observation, and documentation. The results of this study are that Noepesu Village has good potential to be developed both natural potential and community support, but also the Noepesu Village Government needs to anticipate problems that often occur, including the lack of educated human resources, the village community is not ready to accept change, the available facilities incomplete, not yet planned for the tourism model offered, the absence of Village Regulations as legality in developing tourist villages, the possibility of natural disasters and the disappearance of community customs, so an anticipatory plan is needed so that changes can be carried out without causing negative threats or impacts.

Keywords: *Village Development, Tourism Village, Strategic Planning*

A. INTRODUCTION

The Unitary State of the Republic of Indonesia (In Indonesian: Negara Kesatuan Republik Indonesia) is a State whose Government consists of the Central Government, Provincial Government, Regency Government, to the lowest level in the village, namely the Village Government (Article 2, Law Number 23 of 2014 concerning Regional Government). This is similar to that conveyed by Wasistono (2013), that as a hierarchical system of government consists of the suprasystem (National Government), System (Provincial Government), Sub-System (Regency/City Government), and Sub-Sub-System (Village Government).

The Republic of Indonesia as a unitary state adheres to the principle of decentralization, which is to provide opportunities and flexibility for regions to carry out regional autonomy. Article 18 of the 1945 Constitution of the Republic of Indonesia states, among other things, that the division of Indonesia's regions

into large and small regions with the form and structure of government is stipulated by law (Widjaja, 2012: 1).

After the 1998 reform, one of the development priorities was the development of an independent and advanced village. To achieve this progress and independence, there needs to be intervention from local governments, private groups and also the will of the community. In many discourses it is agreed that the village has a lot of potential that should be utilized to support the achievement of an advanced and independent village. In addition to the potential of natural resources, human resources are also a village modality which if properly and properly intervened will have a tremendous impact on the progress and development of the village.

With the enactment of Law Number 6 of 2014, villages have the authority to manage their own regions based on the potential and capabilities of the region. The birth of this autonomy provides space for the village government and the community to advance their region, including through the program for the establishment of a tourist village. Tourism village is one of the alternative tourism development approaches as a manifestation of tourism development by packaging a village into a tourist village. The main formulation of a tourist village is manifested in the lifestyle and quality of life of its people. Building a tourism village is to develop regional identity or characteristics. An important formula in developing a tourist village is to involve or involve the local community.

Noepesu Village is one of the villages located in the West Miomaffo District, North Central Timor Regency, and is one of the border villages bordering the South Central Timor district. Geographically, Noepesu Village still has a beautiful environment that makes this village very beautiful.

B. LITERATURE REVIEW

Strategic Management

The development of strategy in the organization always experiences growth and improvement in line with the development of the complexity of organizational competition, because strategic planning is a process to always produce and perfect energy. The concept of strategy has existed since the early human civilization was formed. The word strategy comes from the Greek *Strategoia* which means the science and art of war. In this view, strategy is defined as winning a battle, defending and controlling territory and killing the enemy, through the allocation of troops and resources. Thus, strategy is defined as a pattern of real actions taken to deal with the enemy. Thus, the strategy contains 2 main components, namely: (a) planning, and (b) action or action. These two components form the basis of the view that strategy is the main plan (in Fritantus, Y. Dkk : 2021).

According to Alfred D. Chandler in Agus Sabardi et al (2010), strategy is determining the main goals and objectives of the organization, and then determining how to take action using the resources needed to achieve the goals that have been set. Chandler's statement has 3 key elements, namely; Defines the way to take action, the process for finding and developing the main idea and How the strategy should be structured.

Strategic Management Process

In 1978, Dan Schendel and Charles Hofer focused the strategic management process into four aspects of strategic management. First, is goal setting. Second, the preparation of strategies based on the goals that have been set. Third, strategy implementation through a change from analysis to administration, namely the implementation of activities to achieve the goals that have been set. Fourth, strategic control that will provide feedback to managers on the progress achieved. Based on this, the strategic management process will be able to assist managers in managing the course of organizational activities to achieve the goals that have been set. There are 2 stages of the strategic management process, namely; first, strategic planning, in the form of goal setting activities and strategy formulation processes; second, Strategy implementation, namely actions taken by the organization on the basis of the plans that have been prepared. At this stage, including administrative activities and strategic control.

In relation to strategic planning, the SWOT technique is one of the planning techniques that is often used for businesses or a project to measure Strengths, Weaknesses, Opportunities, and Threats (Strengths, Weaknesses, Opportunities, and Challenges / Threats) (Wikipedia.org: 2021) . In this research, it will describe and analyze the potential and problems with the SWOT strategic planning technique.

C. RESEARCH METHODS

Types of research

The research method is basically a scientific way to get data with certain goals and uses (Sugiyono, 2012:1). In general, the data that has been obtained from research can be used to understand, solve and anticipate problems. Based on the research topic, in an effort to achieve answers to the questions or problems ahead, the type of research used is descriptive qualitative research. This qualitative descriptive research, the researcher conducts his own data collection to maintain the quality of data collection.

Research Informants

Informants in this study used purposive sampling, which is a technique of collecting information carried out to parties who are considered to understand the problem that is the focus of research.

Data collection technique

In this qualitative research, the data collection techniques used are first, with focus group discussions to explore in-depth information from research informants; second, Documentation Studies, namely data collection techniques by looking at documents in the form of writing, as well as pictures. Documents in the form of writing such as regulations, policies. Documentation in this study is intended to obtain descriptive data on the object of research. And third, through observation, namely scientists can only work based on data, namely facts about the world of reality obtained through observation. The data is collected and often with the help of various very sophisticated tools, so that very small objects (protons and electrons) and very distant objects (space objects) can be clearly observed. Masrshal (1995) (in Sugiyono, 2014) states that "through observation, the

researchers learn about behavior and the meaning attached to those behaviors". Through observation, researchers learn about behavior, and the meaning of that behavior. In addition, through observation, researchers can observe all research objects carefully.

Data analysis technique

In this case, Nasution (1998) (in Sugiyono, 2012), states that the analysis has started since formulating and explaining the problem, before going into the field, and continues until the writing of research results. The research implementation begins with the following stages:

- 1) Stages of preparation before the field, namely the analysis is carried out on the data from the results of the preliminary study, or secondary data, and the preparation of the theoretical basis that will be used to determine the focus of the research.
- 2) Implementation stage, namely collecting data and information through in-depth interview techniques, documentation and observation with the aim of obtaining information on the topic and focus of research.
- 3) Stages of data analysis in the field

According to Miles and Huberman (1984) (in Sugiyono, 2012), they found that qualitative data analysis activities were carried out interactively and continued to completion. Activities in data analysis are data reduction (summarizing, selecting the main things from the data and information collected), presenting data in the form of brief descriptions, charts, or graphs and conclusion drawings/verification of the results of the formulation studies that reveal findings in the field made in the form of written report.

D. RESULTS AND DISCUSSION

Noepesu Village Overview

The origin of the village of Noepesu began in BC in the year BC there was a flood that hit the entire area, after the flood did not penetrate a rock, then at that time the power of usif Tefamnasi was given to three clans, namely: Seno, Anone, Mamoh. The rock hill which was not penetrated by water was then used as a place for a traditional ritual called "Naepesu".

Naepesu " consists of " Nae " which means heap of rock and " Pesu " is the separation of water with a rock hill that is not flooded by water. So that the name Naepesu is now changed to Noepesu. Noepesu Village has had several village head changes:

- 1) 1920 – 1935 led by Fomalasi
- 2) 1936 – 1940 led by Tabeno Tefa
- 3) 1941 – 1970 led by Tamukung Leo Tefa
- 4) 1971 – 1982 Noepesu had become a village and the village leadership was held by Leo Tefa
- 5) 1983 – 1988 held by Karlus Nabén
- 6) 1989 – 1994 held by Frans Bay
- 7) In 1995 – 2003 held by Serfinus Nabén
- 8) In 2003 – 2014 held by Yoseph Tefa
- 9) Year 2015 – 2021 held by Yoseph Mamo

Noepesu Village is one of the villages located in the West Miomaffo District, North Central Timor Regency, and is one of the border villages bordering the South Central Timor district. Geographically, Noepesu Village still has a beautiful environment that makes this village very beautiful. The location that supports the cool trees is the main attraction of this tourist spot. Noepesu village is bordered by:

- a) To the north it is bordered by Fatuneno Village;
- b) In the south, it is bordered by Mount Mutis Bonleu, South Central Timor Regency;
- c) In the east it is bordered by Fatuneno Village;
- d) In the west it is bordered by Mount Mutis.

The potentials of Noepesu Village include the following: Agricultural potential, Plantations related to the potential of food crops cultivated by the community, such as Corn, Rice, Cassava, Sweet Potatoes, Taro, Nuts and Types of Commodity Fruits cultivated by the community, namely Oranges , Avocado, Mango, Papaya, Banana. Marketing of food crops, mostly food crops are used for consumption, while the commodity types of fruit crops are partly for consumption and some are sold directly to consumers / to the market. There is also Livestock Potential, Water Resources Potential, Human Resource Potential and the potential for a beautiful and cool environment. In addition, in Noepesu Village there is a Milky Way suspension bridge which has recently become a tourist destination for the people of North Central Timor Regency and its surroundings (Fritantus, Y. et al: 2022).

Strategic Planning

a) Vision and mission

Vision: Noepesu Village has the motto "Nekaf Mese Ansaof Mese Tafen Pah Noepesu Nifu Noepesu Mutuna Makoe Mepu". The vision of the Noepesu Village Government in 2011-2015 is: The Realization of a Prosperous, Independent and Cultured Noepesu Village Community and Loves Environmental Sustainability Based on the Spirit of Family Togetherness and Partnership.

Mission:

- 1) Improving the standard of living of Noepesu Village through sustainable development of agriculture, livestock and the economy.
- 2) Increase / encourage public awareness in the success of clean and healthy living behavior.
- 3) Improving human resources through formal and non-formal education.
- 4) Increase public awareness and participation in maintaining natural resource wealth and environmental sustainability.
- 5) Encouraging people to maintain, love and preserve local culture
- 6) Build cooperation with various parties that support the development of Noepesu village, based on the spirit of partnership.

b) Village Potential

1) Potential for Agriculture, Plantation

a) Agricultural Land Ownership

Table: Agricultural Land Ownership Table

Number of households owning agricultural land	415	RTP
Do not have	0	RTP
Owning Less than 0.5 ha	200	RTP
Owning 0.5-1.0 ha	137	RTP
Owning more than 1.0 ha	78	RTP
Total number of farm households	415	RTP

Source: Village RPJM 2015 – 2021

- 1) Types of Food Crops cultivated by the community, namely Corn, Rice, Cassava, Sweet Potatoes, Taro, Beans
- 2) Types of Commodity Fruits cultivated by the community include: Oranges, Avocados, Mangoes, Papayas, Bananas
- 3) Marketing of food crops, most of the food crops are used for consumption, while the commodity types of fruit crops are partly for consumption and some are sold directly to consumers / to the market.

c) Ownership of Plantation Land

Table: Plantation Land Ownership

Number of Households owning a Plantation	415 RTP
Do not have	0 RTP
Owning Less than 0.5 ha	200 RTP
Owning 0.5-1.0 ha	137 RTP
Total	415 RTP

Source: Village RPJM 2015 – 2021

Types of Plantation Plants cultivated by the community include 1,320 coffee trees, 1,800 banana trees, 560 candlenut trees, 4,120 oranges, and 1,015 advocates. In addition, the marketing of plantation crops by the people of Noepesu Village by conducting commodity sales transactions through middlemen / to the nearest village market.

2) Livestock Potential

The people of Noepesu Village in general have a livestock population because it is supported by the availability of animal feed such as lamtoro, king grass, gamalina, bananas and extensive meadows. Types of Livestock Populations that are kept by the community are Cows, Pigs, Kampung Chickens, Cats, Dogs. After that, 80% of the livestock products are sold directly to consumers, 12% for family consumption, and 8% for traditional ceremonies.

3) Potential of Water Resources

To meet the needs of clean water, the people of Noepesu Village take water from public hydrants, dug wells, house connections with use for bathing, washing, vegetables and latrines.

4) Potential of Human Resources

a) Economic Institute

20% of the people of Noepesu Village are generally included in the Savings and Loan membership. To increase business capital, the village community credits money through the Savings and Loans Cooperative (CU), the Red Wine Cooperative and the SARITANI Program.

b) Formal Education Institutions

Table: Formal Education Institution Data

Tiers	Total	Status	Ownership	Total number of teachers	Total students
Primary school	2	Accredited	Government	18	206
SLTP	1	Country	Government	9	63
PAUD	2 Unit	Accredited	Government	5	29

Source: Village RPJM 2015 – 2021

c) Security Agency

The number of members of the Noepesu Village Linmas Task Force is 10 people, the Linmas activities to maintain Environmental Security and Order are carried out only during Legislative Elections, Presidential Elections, Governor Elections, and Regent Elections and community activities in the village.

5) Potential Facilities and Infrastructure

Table: Noepesu Village Land Transportation Infrastructure

Types of Village Facilities and Infrastructure	Good (km / unit)	Segment (km / unit)
1.1. Village Road	4,540 km	7,460
Asphalt Road Length	2 km	1 km
Earth Road Length	km	3, 460 km
Sirtu Road Length	2 km	3 km
Rebate Road Length	0,540 km	km
1.2. Inter-Village Road		
Asphalt Road Length	km	km
Earth Road Length	km	km
Sirtu Road Length	km	km
1.3. Bridge,Duiker,Double Duiker Plate		
Concrete Bridge	9 unit	10 m
Duiker	18 unit	10 m
Double Duiker Plate	- unit	- m

Source: Village RPJM 2015 – 2021

Table: Land Transportation Facilities

Description	Total
Passenger Bus	1 unit
Freight Truck	-unit
Passenger Transport Truck	- unit
Motorcycle taxi	12 unit
Private Motorcycle	68 unit

Source: Village RPJM 2015 – 2021

Table: Communication Infrastructure

Description	Total
1. Radio	7 Bh
2. TV	80 Bh
3. HP	314 Bh

Source: Village RPJM 2015 – 2021

Table: Clean Water and Sanitation Infrastructure

Description / Type	Number of units
1.1. Clean Water Infrastructure	
Dug Well	10 unit
General Hydrant	8 bh
Home Connection	218 bh
2.2. Sanitation	
Public MCK	-unit
Family MCK	287 unit

Source: Village RPJM 2015 – 2021

Table: Noepesu Village Government Infrastructure and Facilities

Description / Type	Quantity / unit / Condition / Type Constant.
- Office building	1 unit
- Building Condition	Good and Permanent
- Number of Workspaces	3Workspace
Inventory and office stationery :	
- Typewriter	1 pc
- Meeting table	2 pcs
- Bureau Desk	7 pcs
- Chair	175 bh
- Archive Cabinet	1 pc

Source: Village RPJM 2015 – 2021

In addition, the Health infrastructure in Noepesu Village has health facilities in the form of one (1) Polindes unit in Hamlet B with daily patient drug services and 2 Posyandu.

c) Problem

A problem is a negative state that has occurred, not one that is suspected or expected to occur. In an effort to achieve the vision and mission of Noepesu Village, there are many problems that hinder in various fields such as the Economic Sector, Education Sector, Health Sector, Socio-Cultural Sector, Environment Sector, Village Government Sector and Social Institutions.

Economics

The problems that hinder in the field of Economics include:

- The condition of road facilities between Hamlets and Villages is damaged due to flooding into the road because permanent drainage channels and Duiker plates have not been built.
- Commodity prices are low due to price speculation by middlemen, besides that the commodity yields are of low quality because they rely on local seeds and harvesting occurs before the season.
- Consumptive lifestyle.
- Lack of accessibility to the marketing of community commodities.

- There are no road facilities for the transportation of community agricultural products.
- Decreased per capita income from the agricultural and plantation sectors for each farmer household due to crop failure.
- Low public awareness of environmental sustainability.

Field of education

Problems that hinder in the field of education include:

- The quality of education is low because the available facilities and infrastructure are very limited and are no longer suitable for use, such as: there is no library room and its equipment, laboratory practicum room and other teaching aids.
- High student absentee rates, especially students from Dusun 2, Noepesu Village, because the distance between schools and settlements is very far.
- High tuition fees for students which are used for honorarium costs for educators, most of which are honorary.
- Many PAUD age children are not led by the lack of PAUD teachers.
- Lack of integration of development programs in the fields of Education, Culture, Sports and Youth.

Health

Problems that hinder the health sector include:

- Low public awareness in protecting and cleaning the environment.
- Health facilities and infrastructure are not adequate.
- There are still some infants who are malnourished.
- The community does not understand the achievement of a nutritionally conscious family.
- Child birth rates have increased due to low public awareness of participating in family planning programs.
- Health services for the elderly have not been provided.
- The mosquito population during the rainy season increases causing some residents, especially children aged 0-12 years, to get malaria.
- Most of the poor households do not have permanent toilets because there is no cost to procure non-local materials such as concrete, cement and toilets.

Village Administration

The problems that hinder in the field of Village Administration include:

- There is no one-stop office building infrastructure for village community institutions (BPD, LKMD, PKK, TPK and others).
- The need for inventory facilities and stationery has not met the needs.
- There have not been any administrative facilitation activities for village governance and facilitation activities for improving village financial administration.

d) Results of Focus Group Discussion (FGD)

To strengthen the analysis and findings of the potential and problems of developing a tourist village in Noepesu Village, a Focus Group Discussion was carried out to measure Strengths, Weaknesses, Opportunities, and Challenges or SWOT. The results of the FGD held on September 3, 2021 include:

1) Strength

Noepesu Village in an effort to develop the village, the village's strengths include having a well-maintained natural forest, the existence of the Bimasakti bridge which is very well known in the people of North Central Timor Regency and the surrounding area, the potential for agro-tourism, being in the area of Mount Mutis, the very beautiful Noepesu/Bikole Hill, Adat has become a priority in Noepesu Village, the village community is friendly.

2) Weakness

Weaknesses of Noepesu Village include the lack of educated human resources, the village community is not ready to accept changes, the available facilities are not complete, the tourism model offered is not planned, there is no Village Regulation as legality in developing a tourist village.

3) Threat

In an effort to develop villages, of course, there are several threats posed by change, namely the possibility of natural disasters and the fading of community customs, so an anticipatory plan is needed so that changes can be carried out without causing negative threats or impacts.

4) Opportunity

As a border area (bordering the South Central Timor Regency), the opportunities that Neopesu Village has in supporting the change plan are the increasing use of social media that is utilized by the community, the trend of increasing tourism interest from urban communities, the support of the Village Fund for development in the village, the existence of available higher education facilities and support from the world of higher education, a fast market network.

From the above results, it can be concluded that Noepesu Village has good potential to be developed both natural potential and community support, but also the Noepesu Village Government needs to anticipate problems that often occur, including the lack of educated human resources, the village community is not ready to accept change, the available facilities are not complete, the tourism model offered is not planned, there is no Village Regulation as legality in developing tourist villages, the possibility of natural disasters and the disappearance of community customs, so there needs to be an anticipatory plan so that changes can be carried out without causing threats or adverse impacts. negative.

E. CONCLUSION

- 1) Noepesu Village has very good potential to be developed to support the village development plan into a tourist village.
- 2) Implementation of Village Administration; The Village Government and the Village Consultative Body together with the community still have problems including legal legality (village regulations) that do not yet exist

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