

Policy Model of Thematic Village Development Based Pentahelix in Realizing Sustainable Development Goals

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Abstract

This research aims to explore the policy model of thematic village development based on the pentahelix approach and its implementation in East Java, Indonesia. By examining the concept of pentahelix and its integration into thematic village development, the study discusses the role of each stakeholder in advancing villages towards sustainable goals. The research adopts a policy research approach, utilizing a mix-method (qualitative and quantitative) analysis. Data collection involves macro-level analysis through documents and interviews with government officials, and micro-level analysis focusing on village-level policy implementation through document studies, interviews, and observations. Data analysis follows the Miles, Huberman, and Saldana model, ensuring data validity through triangulation. The study delineates the stages of the policy model, including agenda setting, formulation, implementation, and evaluation. Agenda setting highlights the transition from addressing underdeveloped villages to empowering them. Formulation involves collaborative efforts among various stakeholders, leading to comprehensive policy plans. Implementation includes financial support allocation and technical assistance, ensuring transparency and collaboration across sectors. Evaluation assesses the policy's impact on achieving Sustainable Development Goals, demonstrating positive outcomes such as increased village autonomy and awareness of development indices. This research contributes to understanding the implementation of the pentahelix-based thematic village development model in East Java, providing insights into collaborative policy formulation and its impact on sustainable development goals. The findings offer practical implications for policymakers, emphasizing the importance of multi-stakeholder collaboration in addressing complex societal challenges.

Keywords: Policy Model, Pentahelix, Thematic Village Development, SDGs

INTRODUCTION

Villages in Indonesia play a strategic role in national development. With a predominantly rural population, the progress and welfare of villages have a significant impact on economic growth and social stability at the regional and national levels. However, despite their abundant natural, cultural and human resources, villages in East Java are also faced with complex development challenges.

In achieving Sustainable Development Goals (SDGs) through the policy model of thematic village development based on the PentaHelix framework, it is crucial to consider various factors highlighted in the literature. Thematic villages provide a platform for community involvement and empowerment, leading to the creation of sustainable and unique village spaces (Wartiningsih et al., 2020). These spaces not only focus on community-based initiatives but also emphasize the active participation of stakeholders in developing local potentials to address societal challenges like poverty and environmental improvements (Ngabiyanto et al., 2019). The development of thematic villages is viewed as a strategy to manage territorial development by creating and selling goods, services, and integrated activities (Kazlauskienė & Atkočiūnienė, 2020). Furthermore, the private sector plays a significant role in contributing to the SDGs, transitioning from traditional business practices towards more sustainable approaches (Scheyvens et al., 2016; Claro & Esteves, 2021). The UN's endorsement of the 17 SDGs represents a shift towards sustainable development, urging businesses to prioritize their ESG sustainability performance and disclosure (Rezaee et al., 2023). Additionally, thematic villages can act as a

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platform for community economic empowerment, enhancing the competitiveness of local products and fostering industrial development (Subiyakto et al., 2022). To ensure the sustainability of thematic villages, it is essential to integrate smart and climate-smart agricultural trends as core aspects of their functions (Adesipo et al., 2020). Agriculture is highlighted as a priority within the smart village development framework, underscoring the importance of agricultural sustainability (Renukappa et al., 2022). Moreover, the concept of creative placemaking is crucial in shaping thematic villages, harnessing the creative potential of a place to promote sustainable development (Qonitah & Ekomadyo, 2022).

The development of thematic villages itself emphasises the utilisation of local potential in the village to be developed sustainably. Thematic villages utilise the natural, cultural and human resources of the village as a basis for sustainable local economic development.

The development of pentahelix-based thematic villages marks a paradigm shift in the effort to realise Sustainable Development Goals (SDGs) in East Java. Villages become an important cornerstone in building the foundation of sustainability, becoming the main axis in embracing innovation, community participation, and local economic empowerment. In the midst of increasingly complex global challenges, this policy model is becoming increasingly relevant in empowering villages as independent and competitive entities.

Thus, this article aims to explore the policy model and its implementation in East Java. Through an exploration of the pentahelix concept and its integration in thematic village development, this article will discuss the role of each stakeholder in advancing villages towards sustainability goals. From mapping local initiatives to supporting policy frameworks, capacity building efforts, and monitoring mechanisms, this article will provide a comprehensive overview of how pentahelix-based thematic village development is key to achieving SDGs in East Java.

LITERATURE REVIEW

Theory of Public Policy

Public policy is a multifaceted process that involves various stages from agenda setting to evaluation. Scholars like Schneider & Ingram (1993) have emphasized the importance of understanding the social construction of target populations in influencing agenda setting, design, selection, implementation, and evaluation of public policy. This theory aids in comprehending how different factors shape policy approaches. Additionally, Sabatier (2005) highlighted the division of the policy process into stages like agenda setting, policy formulation, legitimation, implementation, and evaluation, discussing factors affecting each stage. Moreover, Anderies & Janssen (2013) stressed the need for public policy to manage complex dynamics and be designed to handle abrupt regime shifts. This underlines the importance of robustness in social-ecological systems for effective policy outcomes. Furthermore, Korenik and Węgrzyn (2020) highlighted the significance of public policy timing in shaping policies sustainably, drawing from economic theories like regulation theory and adaptive public policy concepts. In the realm of policy implementation, scholars like Leeuw et al. (2014) have discussed the broad scope of political science theories relevant to studying public policy changes, including hybrid approaches and coalition structuring. Moulton & Sandfort (2016) pointed out the application of complexity theory in understanding policy processes within complex systems, emphasizing the need for a strategic action field framework for policy implementation research. Overall, these references collectively underscore the multidimensional nature of public policy processes, emphasizing the role of social constructions, robustness in system management, policy timing, and the application of various theories in understanding and shaping public policies effectively.

Theory of Pentahelix Policy

The concept of Pentahelix Policy in thematic village development involves a collaborative approach that engages academia, the business sector, the community, government, and the media (Supandi, 2023). This strategy aims to create champion villages by fostering collaboration, transparency, and innovation. However, challenges exist in optimizing the cooperation among Pentahelix stakeholders, such as inadequate communication, infrequent meetings, and a lack of joint decision-making processes (Rahu, 2021). To address

these issues, enhancing communication, scheduling regular meetings, and aligning visions and missions are recommended to improve collaboration and decision-making within the Pentahelix model. Thematic villages play a crucial role in community empowerment and economic development (Santoso et al., 2021). By actively involving the community in the development process, thematic villages can enhance social and economic aspects while leveraging local potentials (Ngabiyanto et al., 2019).

Furthermore, the development of thematic villages is essential for revitalizing the tourism sector, especially in the aftermath of events like the COVID-19 pandemic (Pratama et al., 2022). Through thematic village programs, communities can create sustainable and unique spaces that contribute to economic empowerment and the preservation of local heritage (Subiyakto et al., 2022).

The success of thematic village development lies in its ability to engage stakeholders effectively, including academia, businesses, communities, government, and media (Saputra, 2023). By utilizing the Pentahelix model, which emphasizes collaboration among these stakeholders, thematic villages can achieve sustainable growth and competitiveness (Yusida et al., 2022). Additionally, the concept of thematic villages focuses on creating distinctive and sustainable characteristics within communities, leading to the development of unique village spaces.

In conclusion, the Pentahelix Policy in thematic village development is a multifaceted approach that involves collaboration, community empowerment, economic development, and tourism revitalization. By leveraging the strengths of academia, businesses, communities, government, and media within the Pentahelix model, thematic villages can thrive and create sustainable and vibrant spaces that benefit both the local community and the broader tourism sector.

Theory of Sustainable Development

Sustainable development is a multifaceted concept that integrates environmental, economic, and social objectives (Roseland, 2000). Thematic village development, a strategy that focuses on creating unique and sustainable characteristics within a community, has gained attention as a means to empower local economies and communities (Wartiningsih et al., 2020; Yusida et al., 2022). Thematic villages are defined as environments where communities actively contribute to their development, leading to the creation of distinctive and sustainable villages (Yusida et al., 2022). These villages often revolve around specific themes such as local food, craft, or history, aiming to enhance community engagement and generate additional income (Kloczko-Gajewska, 2013).

The success of thematic village development lies in community participation and the realization of positive impacts, including increased income and enhanced local potential (Ngabiyanto et al., 2019). Such initiatives not only empower communities economically but also contribute to the overall development of the region (Santoso et al., 2021). The concept of thematic villages is closely linked to the idea of creative placemaking, where the unique potential of a place is harnessed to drive sustainable development (Qonitah & Ekomadyo, 2022). By actively involving the community in the planning and implementation processes, thematic villages can create sustainable and distinctive spaces that reflect the local identity (Putri & Pawestri, 2018).

In the context of smart village strategies, agriculture emerges as a crucial thematic area, highlighting the importance of sustainable agricultural practices within thematic village development frameworks (Renukappa et al., 2022). Furthermore, the evaluation of smart village strategies emphasizes the need for innovative approaches to address challenges and ensure the long-term sustainability of thematic villages (Renukappa et al., 2022). Thematic village development not only fosters economic empowerment but also contributes to the preservation of cultural heritage and the promotion of tourism (Pratama et al., 2022; Kurniati et al., 2021).

In conclusion, thematic village development represents a holistic approach to sustainable community development, integrating economic, social, and environmental aspects to create unique and resilient communities. By leveraging local resources, engaging community members, and focusing on thematic areas such as agriculture and cultural heritage, thematic villages have the potential to drive economic growth, empower communities, and preserve local identities in a sustainable manner.

METHODOLOGY

This research uses a policy research approach. Policy research aims to explore the actions taken by the government, why they are or are not taken, in what ways and mechanisms, for whose benefit, and what the results, consequences and impacts are (Hazin M., Yani, MT., Rahmawati, NWD., 2023). This research will use a mix-method (qualitative and quantitative).

This research will analyse and develop policy models from two aspects; namely macro and micro. Firstly, the macro aspect of the research will be conducted at the elite level of policy makers. This macro aspect will be explored by research data from the East Java Department of Community and Village Empowerment (DPMD). Data collection on this macro aspect will be conducted through policy documents and interviews with officials from the East Java DPMD Office. This macro aspect will analyse how the problem formulation model, agenda setting and Pentahelix policy formulation in the development of Thematic Villages. Second, the micro aspect of this research will be carried out at the level of policy implementers. Micro aspects of the research data will be extracted from several villages that organise Thematic Village Development Policies (village governments of thematic village developers in 3 districts in East Java). Data collection in this micro aspect will be carried out through the study of village documents, interviews with policy implementers in the village, observation of the process of developing thematic villages. This micro aspect will explore the policy implementation model, policy performance evaluation and the impact of the Pentahelix Village development policy.

Data collection is done by interview, observation, documentation, and questionnaire, then analysed using the Miles, Huberman and Saldana (2014) model; data condensation, data presentation and data conclusion. Data validity was done by triangulation and member checking.

RESULT AND DISCUSSION

POLICY MODEL OF THEMATIC VILLAGE DEVELOPMENT

The thematic village development policy model in East Java can be described in several stages, namely agenda setting, formulation, implementation, and evaluation.

Agenda Setting in Thematic Village Development Policy in East Java

The thematic village policy is a policy adopted by the province of East Java in the form of Desa Berdaya in East Java. It is a strategic initiative to address the problems faced by a large number of villages classified as underdeveloped and very underdeveloped. Documented data shows that in 2019, as many as 344 villages in East Java were trapped in a significant development lag. This reflects sharp disparities in infrastructure development, access to basic services, and resource constraints that affect the socio-economic progress of these villages.

One of the main problems encountered in the efforts to improve these villages is the limited allocation of specialised budgets, which becomes an obstacle in responding to the urgent needs of underdeveloped villages. In addition, limited understanding of the Village Development Index (IDM) at the level of village heads and village officials is an inhibiting factor in designing appropriate and comprehensive solutions. The existence of villages located in remote areas, such as villages submerged in Lapindo mud and villages with difficult access, adds to the difficulty in distributing aid and development programmes. The geographical inaccessibility is a barrier to infrastructure development and local economic development in these villages.

A change in strategy was evident over time. Initially, the main focus was on addressing underdeveloped villages. However, over time, the policy transitioned towards village empowerment. Local economic empowerment, increased social independence, and education for village heads and village officials regarding local potentials became the main focus to improve the status of villages to become independent. The Desa Berdaya policy is not just an attempt to solve problems, but a way for equality, independence, and prosperity for villages in East Java.

Policy Formulation for Thematic Village Development

In the process of formulating development policies in East Java, there were a series of stages involving various elements from various related agencies and institutions. Initially, the role of the Regional Development Planning Agency (Bapeda) and the East Java Village and Community Empowerment Agency (DPMD) was key in initiating this process. Bapeda has an important role in overseeing and delivering development policy. They play a role in overseeing policy design, becoming an integral part of overall development planning. The collaboration between Bapeda and DPMD is the foundation for developing holistic policies.

The formulation of the Desa Berdaya policy involved a number of parties, including the East Java Province PMD Office, Brawijaya University, the Ministry of Villages, TAPN, and Village Assistance from various regions in East Java. This shows that the policy formulation process was conducted in a collaborative manner by involving various institutions and related parties. In addition, various related Regional Apparatus Organisations (OPDs) were also involved in the policy formulation process. The Departments of Culture, Tourism, Agriculture, Cooperatives, as well as other OPDs related to local potential and specific sectors were invited to contribute and support in policy formulation. The policy formulation process also involved external institutions such as the District DPMD and financial institutions to support the policy formulation process.

The policy formulation process for thematic village development in East Java began with identifying the problems and opportunities faced by villages in the region. This involves an in-depth analysis of the social, economic, and environmental conditions in each village.

After problem identification, the provincial government together with relevant agencies, experts, and community groups are involved in setting the village development agenda. This agenda will determine the priority issues to be addressed through the thematic village development policy. The next step is to formulate a thematic village development policy that includes long-term goals, strategies, and action plans for each village. This process involves various stakeholders, such as local government, community groups, and experts who collaborate to formulate a comprehensive and measurable plan.

Consultation and participation from the local community is very important in this process. The local government organises forums or meetings to listen to the aspirations, needs, and views of the villagers regarding the thematic village development plan. After consultation and plan formulation, a draft policy will be developed. This draft contains strategies, resource allocation, achievement targets, and implementation steps that will be taken to realise thematic village development in East Java.

The next step is to test and evaluate the draft policy. This is done to ensure that the policy is in accordance with the needs and is able to provide solutions to existing problems in the villages. This evaluation also helps to find weaknesses and improve the policy before it is implemented. Then the final step in formulation is the ratification of the empowered village development policy that develops villages according to the potential of each village.

Implementation of Thematic Village Development Policy in East Java

After passing through the formulation process, this policy is implemented through the allocation of special financial assistance organised by the Community and Village Empowerment Office (DPMD). This financial assistance is financial support for the operationalisation of programmes and the implementation of activities at the village level.

Technically, there are incentives provided by the government to independent villages through the regional development information system (SIPD). Independent villages are proposed through village meetings and entered into the SIPD system. Then, the proposal goes through approval and evaluation stages involving the district government, provincial government, expert review, and verification to the APD (Village Financing Tool).

After passing the evaluation process, villages that meet the program criteria are prioritised for special financial assistance allocations. This process involves verification, assessment, as well as the allocation of funds managed by the Asset Management Agency and the Regional Financial Management Agency. Furthermore, the implementation of the Desa Berdaya policy is carried out through the management of special assistance funds

designated for independent villages. The Village Government Office plays a role in managing and assisting this financial assistance to support the operationalisation of the programme and the implementation of activities at the village level. Scoring criteria for independent villages form the basis for the allocation of special financial assistance, ensuring that villages with the highest scores receive priority in receiving funding allocations for programme development and implementation.

Cross-institutional collaboration, a rigorous evaluation process, and transparent management of funding allocations are key points in ensuring the successful implementation of the Desa Berdaya policy in East Java. The synergy between the government, educational institutions and villages is the foundation in creating an inclusive framework for the advancement of development at the local level.

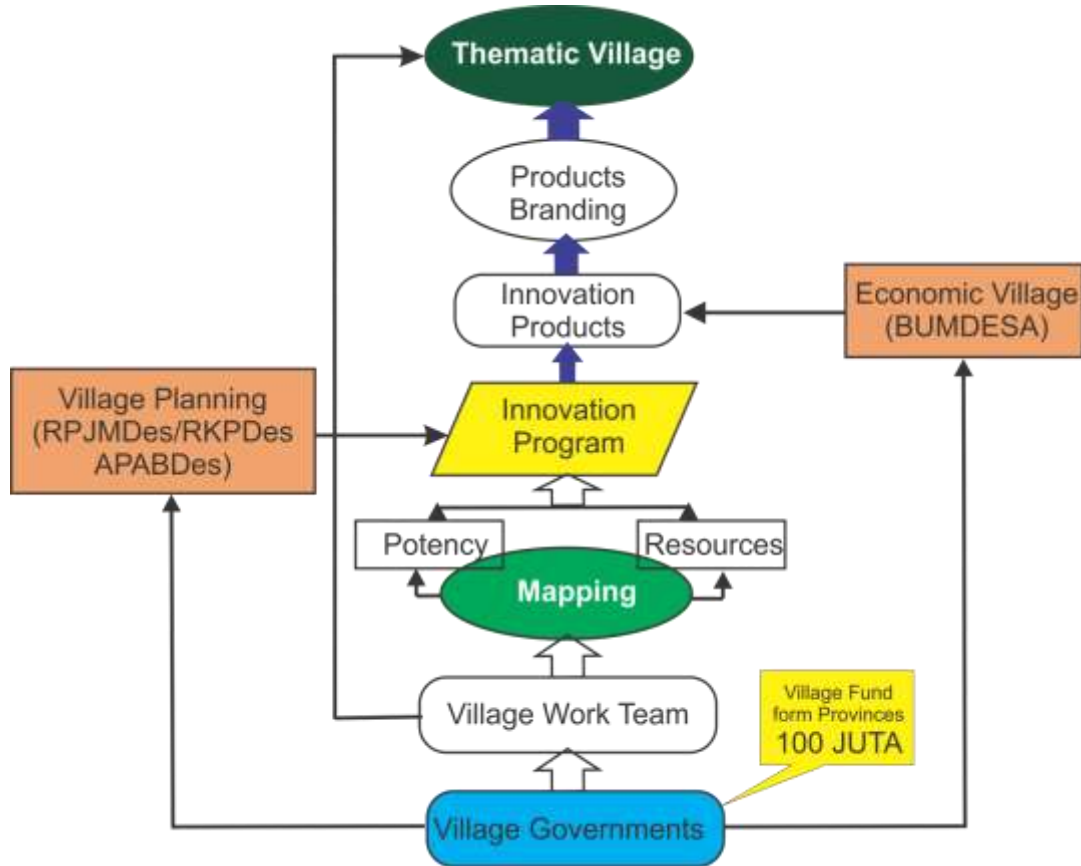


Figure. 1 Implementation of Thematic Village in East Java

The George C. Edward III (1988) model is a policy implementation model that includes four key elements: communication, resources, disposition, and bureaucratic structure. This model provides an understanding of the factors that influence the policy implementation process in a bureaucratic environment.

Communication: Effective communication among all parties involved in policy implementation is essential. Good interaction and smooth flow of information between policy actors will ensure a uniform understanding of each party's objectives, roles and responsibilities. Good communication helps in overcoming obstacles that may arise during the implementation process.

Resources: Resource mobilisation is a crucial factor in successful policy implementation. Resources such as budget, manpower, technology, and organisational support are the foundation needed to implement the policy effectively. Without adequate resources, policy implementation can experience difficulties or even not be implemented.

Disposition: Disposition refers to the attitudes, behaviour and culture of policy actors within the bureaucracy. Attitude towards change, openness to innovation, work ethic, and compliance with procedures and regulations are part of the disposition that can affect how the policy implementation process takes place.

Bureaucratic Structure: Organisational or bureaucratic structure is the formal framework that governs how an organisation operates. It includes hierarchy, division of tasks and responsibilities, communication flow, procedures, policies, and rules that govern behaviour and decision-making within the environment. An efficient and responsive bureaucratic structure can facilitate successful policy implementation.

Evaluation and Impact of Thematic Village Development Policy

The process of evaluating thematic village development policies is carried out through a series of structured steps and involves several key stages. The first step is Monitoring and Measurement, which forms the main basis for monitoring policy implementation. This involves continuously monitoring the implementation of the policy and recording any progress made in achieving the objectives of thematic village development. This monitoring is important to ensure that programmes and policies are implemented as planned and to evaluate changes that occur over time.

Second, evaluation is in the form of correction and improvement. If the evaluation shows that there are discrepancies or problems in policy implementation, this step is taken. Changes and adjustments in the policy are made based on the evaluation findings. The aim is to improve the effectiveness and sustainability of the thematic village development policy. Next, the Reporting and Transparency step is conducted. This involves providing transparent information to the community and stakeholders regarding the progress, challenges, and outcomes of the thematic village development policy.

The last step is impact evaluation, where a thorough assessment of the policy's impact on the achievement of the Sustainable Development Goals (SDGs) is conducted. This evaluation includes an assessment of poverty reduction, education sector improvement, health welfare, and environmental impact. The main objective of this evaluation is to assess the extent to which the policy has a positive impact and contributes to the improvement of social, economic and environmental conditions in thematic villages.

The impact of this policy, states that there are 138 devasa villages in East Java, but only 36 are already in official status, while the rest are yet to be formalised. This shows that there is significant progress but there are still stages to be formalised. In addition, there appears to be a significant impact of the Desa Berdaya programme on the development of the villages. Independent and developed villages have increased, while developing villages have decreased, and underdeveloped and very underdeveloped villages have decreased in number, or even disappeared. This demonstrates the success of the programme in promoting self-reliance and progress at various levels of the village. This policy helps villages to create a strong identity through branding. Each village has an icon or characteristic that can be used for branding. This helps the village to increase its attractiveness and form a positive image in the eyes of the community.

Another impact is the increased awareness among village officials regarding the Village Development Index (IDM). Now, village officials are more aware of the importance of IDM in future village development planning. The IDM serves as a reference in formulating development plans, allowing villages to identify aspects that need to be improved in order to achieve self-reliance. Data shows that the Desa Berdaya programme has had a positive impact in driving village progress, raising awareness of the importance of data in planning, and helping villages to build a strong identity. The expansion of the programme to other regions and the expectations for future evaluations demonstrate the impetus to continue scaling up and developing the programme to support sustainable development in different regions.

Pentahelix Model in Thematic Village Development

Pentahelix-based thematic village development is an approach that integrates five key sectors, namely government, business, academia, community and media, to achieve sustainable village development and support the achievement of Sustainable Development Goals (SDGs) in East Java.

The local government plays a major role in developing policies and coordinating the implementation of thematic village development programmes. Initial steps include identifying potential villages and creating regulations that support such development efforts. In addition, budget allocation for infrastructure, training, and human resource development is the government's responsibility in facilitating this initiative.

Meanwhile, the business sector has a significant role in providing investment that supports the development of thematic villages. By investing in various development projects, such as the development of tourist resorts, thematic-based agriculture, or creative industries, the business sector creates new jobs and encourages local economic growth, in line with SDG 8 goals. Business investment also contributes to developing appropriate added value local products with a village theme.

On the academic side, educational and research institutions have an important role in providing knowledge and expertise that supports the development of thematic villages. Through research on policy models, best practices and innovations in village themes, they provide in-depth understanding to support sustainable development. Collaboration between academic institutions, villages and the business sector paves the way for innovation and sustainable development.

Local communities also have a central role in the successful development of thematic villages. Their active participation in planning, implementing and managing thematic village projects is key. Involved in developing thematic products or services, such as traditional handicrafts, organic agricultural products, or local culture, the community creates added value for the village. In the context of the SDGs, community participation in environmental conservation, sustainable agricultural practices and local economic empowerment is also important.

The Pentahelix model has been extensively researched and implemented in various contexts related to village development and tourism. This model underscores collaboration among stakeholders from five sectors: government, business, academia, media, and community. By involving these stakeholders, the Pentahelix model aims to optimize activities and achieve sustainable development outcomes (Halim, 2023; Sentanu et al., 2021; Muharam et al., 2021).

Research has demonstrated the effectiveness of the Pentahelix model in different settings. For example, in the establishment of thematic villages, the model has played a crucial role in empowering communities socially and economically while preserving local cultural heritage and potential (Ngabiyanto et al., 2019; Yusida et al., 2022). Additionally, the model has been utilized in tourism development strategies, such as in Toba Samosir tourism, to ensure the engagement of all relevant stakeholders for sustainable growth (Nainggolan et al., 2020).

Furthermore, the Pentahelix model has been employed in green economy programs and entrepreneurship management, showcasing its versatility across various domains (Hoerniasih et al., 2022; Herawati & Maddi, 2022). By integrating stakeholders from diverse sectors, this model can enhance entrepreneurship skills, facilitate green initiatives, and enhance the overall management of village development projects (Halim, 2023; Hoerniasih et al., 2022; Herawati & Maddi, 2022).

Summary, the Pentahelix model is a comprehensive framework that promotes collaboration, drives sustainable development, and ensures the active participation of key stakeholders in thematic village development and tourism initiatives. Its adaptability and effectiveness make it a valuable tool for advancing holistic and inclusive growth strategies in different community development projects.

Development of Pentahelix-Based Thematic Villages in SDGs Contribution

Pentahelix-based thematic village development policies have a significant contribution to achieving the Sustainable Development Goals (SDGs) by combining the interests of five key sectors: government, business, academics, society and media. The following are several examples of the contribution of pentahelix-based thematic village development policies to the SDGs.

First, Decent Work and Economic Growth (SDGs 8). Through collaboration between government, business and academia, thematic village development policies can design strategies that promote local entrepreneurship,

private sector investment and development of community economic capacity. This creates decent work opportunities, stimulates sustainable economic growth, and reduces economic inequality between regions.

Second, Natural Resource Management and Environmental Protection (SDGs 13, SDGs 14, and SDGs 15): Thematic village development policies can include sustainability principles in the management of natural resources and the environment. This includes developing sustainable agricultural practices, preserving forests and land, and using environmentally friendly technologies. Thus, this policy helps mitigate climate change, maintain biodiversity and preserve local ecosystems.

Women's Empowerment and Gender Equality (SDGs 5). Thematic village development policies can include a commitment to strengthening the role of women in the village development process. This can include skills training, access to business capital, and women's participation in decision-making. Thus, this policy helps improve gender equality and empower women at the local level.

Improving Quality of Life and Welfare (SDGs 1, SDGs 2, and SDGs 3): Pentahelix-based thematic village development policies can strengthen access to health services, education, quality food, and clean water at the village level. This helps improve the quality of life of rural residents and improve health, nutrition and education indicators.

Community Empowerment and Community Participation (SDGs 16): Thematic village development policies encourage active community participation in the village development process. This creates space for the community to contribute to the planning, implementation and evaluation of development programs. Thus, this policy strengthens local capacity, increases the sense of ownership, and reduces inequality in the distribution of development benefits.

Thematic villages, characterized by active community involvement in their development to create sustainable and distinctive features, play a crucial role in contributing to the Sustainable Development Goals (SDGs) (Yusida et al., 2022). These villages serve as microcosms of global development agendas, aiming to efficiently realize village development (Isnaeni et al., 2022). Local participation in creating thematic villages is intensive and community-driven, emphasizing the importance of community involvement in tourism development (Idziak et al., 2015).

The integration of sustainable forest management initiatives with village development can lead to economic independence and sustainable village growth, aligning with the goals of the SDGs (Nawari et al., 2022). The SDGs Desa program involves various infrastructure development, community empowerment activities, and compliance with multiple SDG goals within each village, showcasing a comprehensive approach to achieving sustainable development (Sugandi et al., 2023).

Furthermore, the Village Fund Program in Indonesia, based on national SDG targets and localized to adapt to local conditions, exemplifies a strategy that other developing countries could adopt to achieve their national SDG targets effectively (Permatasari et al., 2021). Participatory planning practices at the village level, such as Musrenbang in Indonesia, provide a framework for evaluating and aligning local development initiatives with the SDGs (Akbar et al., 2020). Corporate entities also play a significant role in contributing to the SDGs, with companies employing different approaches to identify and report their contributions to the goals (Nechita et al., 2020).

Aligning corporate purposes with a duty-based approach that respects the dignity of employees and empowers individuals can enhance companies' contributions to the SDGs (Sasaki et al., 2023). Overall, the synthesis of these references underscores the importance of community engagement, sustainable practices, and corporate responsibility in driving progress towards the SDGs through initiatives like thematic villages and localized development programs.

By uniting the efforts of various sectors and stakeholders, the pentahelix-based thematic village development policy becomes a strong instrument to encourage inclusive and empowered sustainable development. Through this collaborative approach, thematic villages can become an important motor in achieving the SDGs in East Java and throughout the world

CONCLUSION

Based on the results and discussion above, the thematic village development policy model in East Java is a strategic initiative to overcome the development lag in a large number of villages that are classified as underdeveloped and very underdeveloped. This policy process involves the stages of agenda setting, formulation, implementation and evaluation. Agenda setting identifies problems and opportunities, while formulation involves various stakeholders in formulating a comprehensive action plan. Implementation involves the allocation of special funds and transparent management of resources, while evaluation helps in evaluating the impact of policies on achieving Sustainable Development Goals (SDGs).

Future recommendations include several things that need to be done, namely: first, increasing the special budget allocation: There is a need to increase the special budget allocation to support disadvantaged villages in responding to their urgent needs. This will help speed up the implementation of thematic village development programs. Second, strengthening understanding of the Village Development Index (IDM): It is necessary to provide training and assistance to village heads and village officials regarding the use of IDM as a reference in development planning. This will help in designing appropriate and comprehensive solutions according to village needs. Third, strengthening cross-sector cooperation: It is important to continue to strengthen cross-sector cooperation between government, business, academics, society and the media in implementing thematic village development policies. This collaboration will strengthen local capacity, increase program effectiveness, and support holistic achievement of the SDGs.

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