

INTEGRATING GOOD GOVERNANCE AND DIGITALISATION: A NEW BREAKTHROUGH IN THE SPECIAL ECONOMIC ZONE OF SINGHASARI

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Abstract: Special Economic Zones (SEZs) aim to boost the economy of a region or even a country. In Indonesia, as of 2022, eighteen regions belonged to SEZs, and Singhasari is among those regions—the only SEZ with a digital economic concept. In its implementation, a Good Governance concept is needed to allow for the organisation of management and the achievement of the goals of the development of the SEZ. Concepts such as Community Participation, Stakeholder Involvement, and Local Ownership will be discussed in this research. On the other hand, technology can be utilised to give value to SEZ. The digitalisation of the SEZ can be used in the implementation of Good Governance concepts as well as attracting people and investors to participate. The concept of digitizing the SEZ Singhasari area utilising Augmented Reality and Virtual Reality can be used to introduce the SEZ of Singhasari.

Besides, there are also other features such as legal materials underpinning the development of SEZ Singhasari. This study used the principle of Good Governance that underlies SEZ governance. Meanwhile, the concept of digitalisation with the addition of augmented and virtual reality will be used as one of the breakthroughs to harmonize development in the current technological era.

Keywords: Special Economic Zone, Singhasari, Digitalisation, Good Governance.

Introduction

Special Economic Zones (henceforth referred to as SEZs) are the program established by the Indonesian Government to, inter alia, unravel national economic problems, boost trade balance, apply cutting-edge technology in production, and disseminate sophisticated management technology¹. The government founded SEZs in 2009 with the primary purpose of creating economic growth, equal development, and improving the competitiveness of the nation. Up to 2022, there had been 18 SEZs in business activities and concepts².

Singhasari is one of the SEZs developed in Malang, East

¹ Ekaterina Kryukova et al., "Functioning of Special Economic Zones in the Digital Economy Era," in *Proceedings of the International Conference on Economics, Management and Technologies 2020 (ICEMT 2020)*, vol. 139 (Paris, France: Atlantis Press, 2020), 2017–19, <https://doi.org/10.2991/aebmr.k.200509.077>; Min Wu, Chong Liu, and Jiuli Huang, "The Special Economic Zones and Innovation: Evidence from China," *China Economic Quarterly International* 1, no. 4 (2021): 319–30, <https://doi.org/10.1016/j.ceqi.2021.11.004>; Xiaoying Li, Xinjie Wu, and Ying Tan, "Impact of Special Economic Zones on Firm Performance," *Research in International Business and Finance* 58, no. May (2021): 101463, <https://doi.org/10.1016/j.ribaf.2021.101463>.

² Budhi Setyawan, "Perkembangan Kawasan Ekonomi Khusus Sampai Dengan Tahun 2022," accessed December 10, 2022, <https://klc2.kemenkeu.go.id/kms/knowledge/perkembangan-kawasan-ekonomi-khusus-sampai-dengan-tahun-2022-99fedbc8/detail/>.

Java³. The Special Economic Zone (henceforth referred to as SEZ) of Singhasari primarily focuses on tourism development and becoming the first SEZ with the concept of a digital economy in Indonesia⁴. Some excellent features belonging to this SEZ constitute a strategic location connecting the main road between Pandaan-Malang, potential human resources, and greater potential of cultural richness⁵.

Nevertheless, in some of its development, the SEZ of Singhasari has not developed optimally due to some hampering issues, such as the weakening interest of investors, giving only inadequate funding; full control over land assets by regional governments, poor management of the areas, and limited fiscal facility implementation⁶.

Such management of the SEZ should adhere to a strong regulatory framework as the fundamental of good governance. That is, the concept of Good Governance should serve as the basis for the management of the SEZ of Singhasari. It should involve at least some vital grounds for good governance consisting of the tourism sector that plays an essential role in economic development; the management of funds for the site and institutional reasons; and the important function of civilians⁷. Such an involvement of good governance will be able to avert corruption, collusion, and nepotism

³ Dewan Nasional Kawasan Ekonomi Khusus Republik Indonesia, "Peta Sebaran KEK," n.d.

⁴ Ibid.

⁵ Kementerian Pariwisata dan Ekonomi Kreatif/ Badan Pariwisata dan Ekonomi Kreatif, "KEK Ekonomi Digital Pertama Di Indonesia," June 2021.

⁶ Annasa Rizki Kamalina, "Ternyata Ini Penyebab Pengembangan KEK Belum Maksimal," 2023, <https://ekonomi.bisnis.com/read/20230414/9/1647012/ternyata-ini-penyebab-pengembangan-kek-belum-maksimal>.

⁷ Robert Shipley and Jason F. Kovacs, "Good Governance Principles for the Cultural Heritage Sector: Lessons from International Experience," *Corporate Governance: The International Journal of Business in Society* 8, no. 2 (April 2008): 214–28, <https://doi.org/10.1108/14720700810863823>.

and set indicators of success in economic development under the control of the state's authority⁸.

On the other hand, another innovation intended to boost the SEZ is required for public cognizance while inviting investors to work together in developing the SEZ by utilising technology. Marked by its 4.0 era, technology development is getting far more massive than ever before, which supports the realisation of Good Governance. Augmented reality or virtual reality, for instance, can be utilised to sustainably develop the SEZ of Singhasari. This research aims to strengthen the management of the SEZ of Singhasari through good governance and create state-of-the-art innovation.

Research Methods

This research employed importance-performance analysis (IPA) and conducted qualitative interviews to delve deeper into the quantitative analysis. This approach marks the uniqueness of joint research methods⁹, whose qualitative results were used to interpret and develop the prototype stage/design. The IPA is used in an organisational domain as a strategic management tool to identify a strategic priority, in addition to prioritising and empowering human resources in priority areas, as well as harmonising strategic steps to improve competitiveness¹⁰. The conceptual issues and methodologies pertaining to IPA have been often discussed in some research¹¹, considering that it is user-friendly and holds the

⁸ Sebastian Dellepiane-Avellaneda, "Review Article: Good Governance, Institutions and Economic Development: Beyond the Conventional Wisdom," *British Journal of Political Science* 40, no. 1 (January 2010): 195–224, <https://doi.org/10.1017/S0007123409990287>.

⁹ John W. Creswell and Vicki L. Plano Clark, *Designing and Conducting Mixed Methods Research*, Second Edi (SAGE Publications, Inc, 2017).

¹⁰ Ernest Azzopardi and Robert Nash, "A Critical Evaluation of Importance–Performance Analysis," *Tourism Management* 35 (April 2013): 222–33, <https://doi.org/10.1016/j.tourman.2012.07.007>.

¹¹ Javier Abalo, Jesús Varela, and Vicente Manzano, "Importance Values for Importance–Performance Analysis: A Formula for Spreading out Values Derived from Preference

potential for tourism management and planning.

References in this research were obtained from the enactment of cultural heritage and the charter and convention of UNESCO and ICOMOS, legal documents, and national regulations in Indonesia regarding good governance. In the doctrine of modern protection, the adoptions in some international charters have resulted in the growing dimensions of this concept, constituting structural, technological, social, spatial and contextual aspects and aesthetics¹². In recent theoretical debates, some aspects significant to the assessment of heritage such as structural, functional, and visual integrity aspects were also used¹³. The consideration of physical/formal and conceptual/ethical aspects of integrity in the theoretical framework of conservation represents the complex nature of a concept.

The Concepts of Special Economic Zone of Singhasari

The concepts of SEZ have been around globally since the 1950s with spatial characteristics that are geographically established and limited, possessing certain excellent features of particular sites¹⁴. The National Board of Special Economic Zones of the Republic of Indonesia under Government Regulation Number 68 officially declared Singhasari as a special economic zone (SEZ) in 2019¹⁵, making the SEZ of Singhasari the first SEZ with a digital

Rankings," *Journal of Business Research* 60, no. 2 (February 2007): 115–21, <https://doi.org/10.1016/j.jbusres.2006.10.009>; Ivan Ka Wai Lai and Michael Hitchcock, "Importance–Performance Analysis in Tourism: A Framework for Researchers," *Tourism Management* 48 (June 2015): 242–67, <https://doi.org/10.1016/j.tourman.2014.11.008>; Ivan Sever, "Importance–Performance Analysis: A Valid Management Tool?," *Tourism Management* 48 (June 2015): 43–53, <https://doi.org/10.1016/j.tourman.2014.10.022>; Azzopardi and Nash, "A Critical Evaluation of Importance–Performance Analysis."

¹² D. Bell, *The Historic Scotland Guide To International Conservation Charters* (Edinburgh: Historic Environment Scotland, 1997).

¹³ Jukka Jokilehto, "World Heritage: Defining the Outstanding Universal Value. City & Time 2," *Values and Criteria in Heritage Conservation* 2, no. 1 (2006): 323–27.

¹⁴ Kryukova et al., "Functioning of Special Economic Zones in the Digital Economy Era."

¹⁵ Peraturan Pemerintah RI, "Peraturan Pemerintah Republik Indonesia Nomor 68 Tahun 2019 Tentang Kawasan Ekonomi Khusus Singhasari" (2019).

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¹⁸ Dewan Nasional Kawasan Ekonomi Khusus Republik Indonesia, "KEK Singhasari," n.d.

of governments and institutions working together to attain the objectives of the development and management of the SEZ. This structure encompasses the Central and Regional Governments, SEZ authorities, private sectors, and the public.

The government declaring Singhasari as an SEZ is the right step because it is strategically and geographically located within the proximity of a transit hub for tourists en route to the National Park of Bromo Tengger¹⁹. Singhasari is assumed to have excellence in the geo-economic aspect, particularly with its above-average human development index in the Province of East Java, giving this area the capacity to synergise tourism and creative economy through the digital economic platform²⁰.

This distinction serves as the foundation pivotal to the development of a digital ecosystem and economic creativity to support SEZ and increase the regional revenue of the Regency of Malang. The urgency to decide on Singhasari as an SEZ is set out in Government Regulation Number 68 of 2019 concerning the Special Economic Zone of Singhasari. The considering part of the aforementioned Government Regulation specifies the potential of the economy with its prominent values for regional development²¹. This regulation is expected to guarantee legal certainty in the implementation of Law Number 39 of 2009 concerning the Special Economic Zone in one of the regions of the Regency of Malang, thereby leveraging the prevailing potential.

Good governance plays a vital role in making organisational performance effective²². The concept of good governance is defined as one of the governmental models that leans more towards social and economic outcomes as expected by

¹⁹ Ibid.

²⁰ Ibid.

²¹ Peraturan Pemerintah RI, Peraturan Pemerintah Republik Indonesia Nomor 68 Tahun 2019 tentang Kawasan Ekonomi Khusus Singhasari.

²² Dan Lewis and Jaana Mioch, "Urban Vulnerability and Good Governance1," *Journal of Contingencies and Crisis Management* 13, no. 2 (June 2005): 50–53, <https://doi.org/10.1111/j.1468-5973.2005.00456.x>.

citizens²³. The following are fundamental principles of the governance in cultural heritage sector:²⁴

- (1) Legitimacy and voice, according to participation and consensus orientation;
- (2) Direction, according to the strategic visions encompassing human resource development and historical, cultural, and social complexities;
- (3) Performances, according to institutional responses and processes related to stakeholders, effectiveness, and efficiency;
- (4) Accountability for the public, stakeholders, institutions, and transparency;
- (5) Justice, according to equality and legal consequences.

The essence of Good Governance appropriately underpins the governance of the SEZ of Singhasari, as Dellepiane (8) points out that literacy in Good Governance serves as one of the indicators directing the economic development performed by the state authorities²⁵. The element of Good Governance, therefore, becomes an instrument reinforcing the progressing program with a sustainability approach²⁶.

According to the Canadian Institute on Governance, governance is defined as a dynamic interaction involving the structure, function (responsibility), processes (practices) and organisational traditions instrumental to the attainment of organisational missions²⁷. Both shareholders (in private sectors) and

²³ Mel D. Gill and Institute on Governance, "Governance Do's and Don'ts : Lessons from Case Studies on Twenty Canadian Non-Profits," 2001.

²⁴ Shipley and Kovacs, "Good Governance Principles for the Cultural Heritage Sector: Lessons from International Experience."

²⁵ Dellepiane-Avellaneda, "Review Article: Good Governance, Institutions and Economic Development: Beyond the Conventional Wisdom."

²⁶ Stephen Knack, ed., *Democracy, Governance, and Growth* (Ann Arbor, MI: University of Michigan Press, 2003), <https://doi.org/10.3998/mpub.23499>.

²⁷ Gill and Institute on Governance, "Governance Do's and Don'ts : Lessons from Case Studies on Twenty Canadian Non-Profits."

stakeholders, namely employees and customers are instrumental to Good Governance according to some researchers with their different ideologies. Theoretically, the involvement of stakeholders is considered paramount on account of their power influencing the achieved outcomes²⁸.

Good Governance positions the public as a sector that deserves attention. Good governance in the public sector covers the following seven principles: 1) integrity, commitment, and respect to the rule of law; 2) ensuring comprehensive openness and participation of stakeholders; 3) defining sustainable economic, social, and environmental outcomes; 4) determining intervention to optimise the desired outcomes; 5) developing the capacity of entity, including the capacity of leadership and the individuals therein; 6) managing risk and performance through internal control and reinforced financial management; and 7) accountability²⁹.

Of those seven principles of good governance, according to Noaman, Christiaens, Ouda, and Mehelmy³⁰, the two are general and essential; 1) accounting information, financial management, and clear task assignment; 2) risk and performance management as well as transparency, reporting, and auditing to bring about effective accountability. These principles are intended to provide better services and accountability.

The National Board of SEZs of the Republic of Indonesia uploaded annual reports on a website accessible for all people: kek.go.id³¹, covering: 1) the structure of SEZs in general; however, it does not elaborate on the distribution of roles and structure in the management of the SEZ of Singhasari; 2) reports on the progress of

²⁸ David Foster and Jan Jonker, "Stakeholder Relationships: The Dialogue of Engagement," *Corporate Governance: The International Journal of Business in Society* 5, no. 5 (December 2005): 51–57, <https://doi.org/10.1108/14720700510630059>.

²⁹ Nabiela Noaman et al., "Towards Good Governance of Heritage Management Systems: Possible Role of Accounting," *Corporate Ownership and Control* 15, no. 3–1 (May 2018): 239–59, <https://doi.org/10.22495/cocv15i3c1p8>.

³⁰ Noaman et al.

³¹ Dewan Nasional Kawasan Ekonomi Khusus Republik Indonesia, "Kawasan Ekonomi Khusus | Dewan Nasional Kawasan Ekonomi Khusus," n.d.

SEZs elaborating on the number of workers, realisation of investment and infrastructure being developed although these aspects are not comprehensively delineated. This part takes a larger proportion of the topic on business plans and investment commitment in a general scope; and 3) the recommendations of the SEZs.

The consideration of utilising good governance is for legal support because this principle is deemed appropriate to construct rules underpinning effective enforcement of the policy. Brinkerhoff & Derick W points out that good governance acts as a solution to settle problems that become public concerns. Good governance is believed to serve as the basis for reform and improvement of accountability, transparency, and efficiency of the government³² in line with the indicators representing the realisation of good governance³³.

This research seeks to analyse the legal products in Indonesia through good governance, accountability, transparency, and efficiency. This analysis is expected to get an outlook on whether the existing legal products hold good governance fundamental to support the digitalisation of the SEZ of Singhasari (see Table 1).

Table 1. The Legal Products Supporting the Realisation of the Digitalisation of the SEZ of Singhasari based on Good Governance³⁴

No.	Product	Good Governance Value	Analysis
1.	Law Number 25 of 2007 concerning Capital Investment	Accountability, Transparency, Efficiency	This law sets forth the juridical basis of the policy regarding SEZs in Indonesia and bears principles and the values of good governance.

³² Derick W. Brinkerhoff, "Rebuilding Governance in Failed States and Post-Conflict Societies: Core Concepts and Cross-Cutting Themes," *Public Administration and Development* 25, no. 1 (February 2005): 3–14, <https://doi.org/10.1002/pad.352>.

³³ Brinkerhoff.

³⁴ Data olahan pribadi terkait produk hukum Indonesia yang dapat mendukung realisasi digitalisasi manajemen KEK Singhasari berbasis nilai-nilai *Good Governance*

2.	Law Number 11 of 2008 concerning Information and Technology	Accountability, Transparency, Efficiency	This law underlies the utilisation of digitalisation technology in Indonesia; the standing of this law also serves as the legal certainty of the utilisation of technology in digital governance in the management of SEZs through the values that good governance carries.
3.	Law Number 39 of Special Economic Zones	Accountability, Transparency, Efficiency	This law is a successor to the policy regarding the SEZs specified in the Law concerning Capital Investment. Within the principle of good governance and according to accountability, this law is the element to which the implementation of SEZs is committed. The management of the SEZs, according to the law, underlies transparent practices for more efficient policy enforcement.
4.	Government Regulation Number 68 of 2019 concerning the Special Economic Zone of Singhasari	<i>Accountability, Transparency, Efficiency</i>	This government regulation is a legal product that underlies the legal certainty of declaring Singhasari as an SEZ. In terms of accountability, this legal product serves as the basis for bringing about the policy regarding SEZs transparently and efficiently to execute all good governance-based programs.
5.	The Governor's Regulation of East Java Number 70 of 2020 concerning	Accountability, Transparency, Efficiency	This legal product underlies the implementation of the SEZ of Singhasari in reality by the Governor of East

the Delegation of Licensing and Non-Licensing Authorities of the Governor of East Java to the Administrator of the Special Economic Zone of Singhasari	Java. Article 5 letter a of this Governor's Regulation specifies services provided by the administrator to set the principles of easier, faster, more transparent, and excellent public services. This regulation represents the conception of the good governance principle.
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Table 1 presents the analysis results on legal products as the basis of the realisation of the digitalisation of the management of the SEZ of Singhasari. That is, juridically, measures taken to bring about digitalisation are reinforced by laws and regulations through the principle of good governance, but definitely, these products cannot stand alone, necessitating other supporting instruments for seamless digitalisation. Seeing this issue, this research seeks to offer instruments to support rules and regulations that underlie the following projects (see Figure 2).



Figure 2. Conceptual Framework Utilised to Provide Legal Supports for Digitalisation of Good Governance-Based SEZ of Singhasari

First, in terms of *E-service*, in the digitalisation process, there must be a guarantee ensuring easy access for users. This has to take into account the contextualisation of assets as metadata that

bears the name and meaning of each element³⁵. Moreover, other elements such as file number, title, and date of production, among others, must be present to ensure correct digital entity identification³⁶. Other essential components excluded from this category but remaining important also need to be accommodated by this model to support the optimisation of the digitalisation of the SEZ of Singhasari.

Second, in terms of *the infrastructure of information and communication technology (ICT)*, another challenge for ICT infrastructure is the sustainable utilisation of technology. Digital technology is vulnerable because it has a short lifetime³⁷, while software and hardware necessitate revitalisation³⁸. To ensure long-term policies, futures investment is required to secure digital content for its sustainable use.

Third, in terms of the *Ability to Use E-Government*, service management in the digital SEZ of Singhasari needs capable human resources. This challenge is also perceived by other countries amidst the digital epoch, where there are shortages of human resources needed for technological operations³⁹. Not only is their capability restricted to operating the technology, but they should also be able to innovate and transform innovation into new formats and media of technology to be further protected under intellectual property

³⁵ Taylor C, 2003, An introduction to metadata.

³⁶ Michael Day, "Metadata in a Nutshell," *Information Europe*, 2001.

³⁷ Stewart Granger, "Emulation as a Digital Preservation Strategy," *D-Lib Magazine* 6, no. 10 (October 2000), <https://doi.org/10.1045/october2000-granger>.

³⁸ Ray Edmondson and UNESCO Office Bangkok and Regional Bureau for Education in Asia and the Pacific, "Audiovisual Archiving: Philosophy and Principles" (UNESCO, 2016).

³⁹ Heritage digitalization in Brandenburg Germany, before it was as sophisticated as it is now, experienced not only problems with supporting infrastructure, but also required qualified human resources so that the digitalization of heritage in Brandenburg Germany could progress like the current era. Preuss, Ulf. Sustainable digitalization of cultural heritage—Report on initiatives and projects in Brandenburg, Germany. Sustainability, 8, 891, 2016 Page 4

rights, copyrights, moral rights, and database rights⁴⁰, all necessary for digital management of the SEZ of Singhasari for long-term and effective operation. The presence of skilled human resources as above may contribute to digital protection within the legal purview of the assets of the SEZ of Singhasari to maintain the existence of this SEZ as part of policy digitalisation.

Fourth, the utilisation of *E-Participation* as an instrument capable of accommodating the aspiration of stakeholders in developing policy is necessary because the top-down approach (decision starting from stakeholders) has been a failure in reaching policy objectives⁴¹. This failure results from inadequate consideration coming from involved stakeholders in settling the local issues. That is, local problem-solving will certainly necessitate a bottom-up approach policy⁴², particularly for such digitalisation development. The digitalisation of the SEZ of Singhasari will also need to create room for E-participation to facilitate all the aspirations for more effective and efficient policy-making for the locals.

The instruments above hold a central role that must be present in the digitalisation of the SEZ of Singhasari. Leveraging those instruments should be the complementary basis for quality regulations in administering governance within a more effective

⁴⁰ Adrienne Muir, "Digital Preservation: Awareness, Responsibility and Rights Issues," *Journal of Information Science* 30, no. 1 (February 2004): 73–92, <https://doi.org/10.1177/0165551504041680>.

⁴¹ Lourdes Torres, Vicente Pina, and Basilio Acerete, "E-Governance Developments in European Union Cities: Reshaping Government's Relationship with Citizens," *Governance* 19, no. 2 (April 2006): 277–302, <https://doi.org/10.1111/j.1468-0491.2006.00315.x>.

⁴² The failure of heritage digitization was identified due to the unilateral policies of the stakeholders in the sense that there were no local considerations that could characterize the uniqueness of policy development. Conversely, a bottom-up approach through e-participation can be an option in accommodating local aspirations in policy development. Chiabai, Aline; Paskaleva, Krassimira; Lombardi, Patrizia., *E-Participation model for sustainable cultural tourism management: A bottom-up approach*. International journal of tourism research, 15.1, 2013 Page 35-51.

digitalisation scope. This approach may come as an innovation helping avert corruption common in developing countries⁴³. Thus, the digitalisation of the SEZ of Singhasari is a modern breakthrough in supporting more effective governance and curtailing the potential of corruption particularly in Indonesia.

The Urgency of Good Governance-based SEZ of Singhasari

Following the establishment of the conceptual framework of good governance in the SEZ concerned and with all the supporting instruments, it is necessary to analyse the urgency of the utilisation of such digitalisation. The essential values of this model will need to be put in place, considering that the application of the digitalisation sector is apparent in varied sectors like tourism and has been part of the instrument of creating the opportunity for innovation worldwide, bringing traditional uniqueness to life⁴⁴. The impacts left by digitalisation can transform the interaction in tourism sectors, leaving another huge impact of encouraging the interest of tourists in contributing to sustainable tourism development⁴⁵.

⁴³ As in Mcmananmon's research, the main reason for using digitalization in governance in developing countries is as an effort to overcome the problem of corruption. For example, in the case of Suffolk University, they use information and communication technology to improve performance in reducing the potential for corruption. This makes digitalization nowadays no longer a matter of possibility, but for the needs of the world in facing the modern era. Messenger, P. Mauch, Smith, George S., *Cultural Heritage Management: A Global Prespective*. Gainesville: University Press of Florida, 2010

⁴⁴ Moh Fadli et al., "The Legal Construction of Spirituality, Ethical and Sustainable Tourism of Temples in Malang Raya, Indonesia," *Geojournal of Tourism and Geosites* 35, no. 2 (2021): 515–24, <https://doi.org/10.30892/GTG.35232-679>; Arnis Cirulis, Lucio Tommaso De Paolis, and Mikheil Tutberidze, "Virtualization of Digitalized Cultural Heritage and Use Case Scenario Modeling for Sustainability Promotion of National Identity," *Procedia Computer Science* 77 (2015): 199–206, <https://doi.org/10.1016/j.procs.2015.12.384>.

⁴⁵ Maria Teresa Cuomo et al., "Digital Transformation and Tourist Experience Co-Design: Big Social Data for Planning Cultural Tourism," *Technological Forecasting and Social Change* 162, no. June 2020 (January 2021): 120345, <https://doi.org/10.1016/j.techfore.2020.120345>; Moh Fadli, Airin Liemanto, and Zainal Arifien, "Re-Actualising The Potential Of Temples In Greater Malang As A New Tourist

Some points mark the essence of digitalisation in good governance in the SEZ of Singhasari in terms of sustainable tourism development. Viewed from a Dystopian perspective ⁴⁶, digitalisation represents the revolution of how technology has replaced manpower and accessed social contacts⁴⁷. On the other hand, viewed from a utopian perspective, digitalisation is more defined as an effective breakthrough in disseminating information for public interest⁴⁸. That is, more efficient digitalisation will ease technology-based work instead of manpower work.

However, digitalisation carries its benefits and shortcomings. To maximise this in a global world, policies need to embrace issues arising from the presence of this technology. Despite the fact that digitalisation reduces or even replaces manpower, from the perspective of good governance digitalisation participation, it can still involve the participation of all sectors to gain benefits that fit all parties⁴⁹ because digitalisation is a democratic instrument that has the power to mobilise new communities to participate in

Attraction In Indonesia: The Need To Transform Regulations Into Digitalised And Integrated Management," *GeoJournal of Tourism and Geosites* 25, no. 2 (July 2019): 474–84, <https://doi.org/10.30892/gtg.25216-374>.

⁴⁶ Meaning Dystopian a very bad or unfair society in which there is a lot of suffering, especially an imaginary society in the future, after something terrible has happened; a description of such a society. <https://dictionary.cambridge.org/dictionary/english/dystopia> (Accessed 26 September 2022)

⁴⁷ Eimhjellen, I., New forms of civic engagement. Implications of social media on civic engagement and organization in Scandinavia. In *Civic Engagement in Scandinavia*, Spring, Cham, 2019, pp. 135-152.

⁴⁸ Matthew Alan Placek, "Democracy: Social Media Use and Democratic Legitimacy in Central and Eastern Europe," *Democratization* 24, no. 4 (June 2017): 632–50, <https://doi.org/10.1080/13510347.2016.1202929>.

⁴⁹ Julian Erhardt and Markus Freitag, "The Janus-Face of Digitalization: The Relation Between Internet Use and Civic Engagement Reconsidered," *Social Science Computer Review* 39, no. 3 (June 2021): 315–34, <https://doi.org/10.1177/0894439319861966>.

maximising information flow and opportunities of participation in society⁵⁰.

To allow the digitalisation of good governance in the SEZ of Singhasari to serve as an instrument of sustainable tourism development, the primary component needs to be taken into account to ensure that all the locals can benefit from the impacts of the policy. Therefore, several instruments embracing a set of institutions, mechanisms, and processes through which people can show their aspirations are required⁵¹. Cameron & Angela M. mention some instruments that need accommodating in sustainable tourism development, including public aspirations, the participation of stakeholders, and local ownership⁵² (see Figure 3).

The aforementioned instruments can be the factors supporting the success of the digitalisation of good governance of the SEZ of Singhasari so long as these are backed up by an independent structure⁵³. This consideration is pivotal in ensuring that the structure can be professionally in place and explore all the potential through the existing instruments for the local well-being in the milieu of the SEZ. This context, however, should be evaluated,

⁵⁰ Zineb Bennis Nechba, Adnane Boujibar, and Abdelkamel Alj, "Faculty of Legal, Economic and Social Sciences of Fez, Morocco Faculty of Legal, Economic and Social Sciences of Meknes, Morocco 3 Faculty of Legal, Economic and Social Sciences of Meknes, Morocco" 4, no. 1 (2022), <https://doi.org/10.5281/zenodo.6458333>.

⁵¹ Anthony Arko-Adjei et al., "Customary Tenure Institutions and Good Governance," *International Federation of Surveyors*, no. September 2010 (2009): 1–20.

⁵² As research from Cameron & Angela M shows the success of sustainable tourism development on the West Coast cannot be separated from efforts to optimize community participation, stakeholder involvement, and local ownership. The author tries to analyze in the future by using these indicators in the implementation of Good Governance-based SEZ Singhasari digitalization which can be carried out with a sustainable tourism development approach.

⁵³ Havenga sees that the management of good governance for local development is often difficult to develop if it has a structure that is tied to other parties. This has resulted in leading devices not being able to fully innovate because they are always hindered by selection. Independent tools are needed to be able to run professionally in local management through the good governance approach, I.M.F. The I.M.F approach to promoting Good Governance and combating corruption. 2002.

considering that independent instruments are what the SEZ of Singhsari needs to reach its objectives.

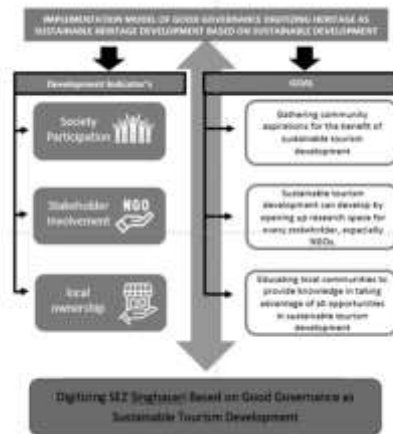


Figure 3. The Digitalisation of the SEZ of Singhsari Based on Good Governance as Sustainable Tourism Development

This research aims to analyse the illustration presented in Figure 3 regarding the planning of the digitalisation of the good governance-based SEZ of Singhsari in accordance with the indicators available. First, Society participation serves as the object of research to help figure out the attitude of the locals to local tourism⁵⁴. This factor is significant to sustainable tourism development which needs public participation and strong political leadership to collect public participation and build consensus⁵⁵. This definition serves as guidance for sustainable tourism

⁵⁴ Suosheng Wang and Honggang Xu, "Influence of Place-Based Senses of Distinctiveness, Continuity, Self-Esteem and Self-Efficacy on Residents' Attitudes toward Tourism," *Tourism Management* 47 (April 2015): 241–50, <https://doi.org/10.1016/j.tourman.2014.10.007>.

⁵⁵ United Nations Environment Programme, *Making Tourism More Sustainable - A Guide for Policy Makers (English Version)*, *Making Tourism More Sustainable - A Guide for Policy Makers (English Version)* (World Tourism Organization (UNWTO), 2005), <https://doi.org/10.18111/9789284408214>.

development in which government policy and public participation are inextricable⁵⁶.

It is vital to ensure that the regional government is devoted to the management of the SEZ of Singhasari as part of sustainable tourism by involving all the locals, as indicated by research topics on tourism development involving stakeholders⁵⁷ with their heterogeneous and varied characteristics enriching aspirations from all perspectives⁵⁸. This argument points out that local support is not only restricted to the presence of audiences but also takes into account diverging perspectives combined to leverage the management of the SEZ of Singhasari and manifest the objectives of the SEZ that contribute to the national development in Indonesia. Steinecke holds that the success of amalgamating all the aspirations of the locals can set the stepping stone for the policy in realising the harmony of tourist destinations in a developing country⁵⁹.

Sustainable tourism development with public participation requires participative design to further serve as a reference for their viewpoint of being involved in transformation, innovation, and environmental management in the local area⁶⁰. Sanoff further defines this concept as a structure that accommodates people to be more actively involved in creating something useful for the

⁵⁶ Erick T Byrd, "Stakeholders in Sustainable Tourism Development and Their Roles: Applying Stakeholder Theory to Sustainable Tourism Development," *Tourism Review* 62, no. 2 (May 2007): 6–13, <https://doi.org/10.1108/16605370780000309>.

⁵⁷ R. Edward Freeman, *Strategic Management: A Stakeholder Approach* (Boston, MA: Pitman, 1984).

⁵⁸ Cevat Tosun, "Towards a Typology of Community Participation in the Tourism Development Process," *Anatolia* 10, no. 2 (December 1999): 113–34, <https://doi.org/10.1080/13032917.1999.9686975>.

⁵⁹ Steinecke revealed that the local community knows the situation in the area and is the key to socio-cultural and ethical identification in realizing tourist-friendly tourism as a sustainable attraction. Markus Kantsperger, Local Participation in Tourism Development—Roles of Non-Tourism Related Residents of the Alpine Destination Bad Reichenhall, Sustainability, 5 December 2019, Page 2

⁶⁰ Henry Sanoff, "Multiple Views of Participatory Design," *Focus* 8, no. 1 (April 2006): 131–43, <https://doi.org/10.15368/focus.2011v8n1.1>.

environment⁶¹. That is, sustainable tourism development should involve public participation in designing the management and implementation⁶². However, this participation does not reach decision-making, but it is rather restricted to information dissemination on the development to make them more aware of the decision made⁶³.

Second, in terms of *Stakeholder Involvement*, non-governmental organisations or university researchers with their creative and innovative ideas have to be involved in this sustainable tourism development. An academic sphere opened for governments will also benefit researchers as it allows them to explore the development of policy models with insights into sustainable development through the issues being responded to, thereby boosting the economy in society. The involvement of academic entities within this context has been an old tradition. In 1999, the United Nations Commission on Sustainable Development (UNCSD) invited some NGOs to examine all the sustainable tourism-related issues that held diverging perspectives in the effort to make them accepted by all communities and to facilitate political-economic policies in eradicating poverty in the state⁶⁴.

This concept may exist as a reference to the development of the SEZ of Singhasari with the involvement of the regional governments of the regency areas through the aspirations from the studies conducted by NGOs on tourism. This involvement is useful

⁶¹ Henry Sanoff, "Community Participation Methods in Design and Planning," *Landscape and Urban Planning* 50, no. 4 (August 2000): 270–71, [https://doi.org/10.1016/S0169-2046\(00\)00063-3](https://doi.org/10.1016/S0169-2046(00)00063-3).

⁶² Peter Hasdell, "Participatory Design: Re-Evaluation as a Socio-Material Assembly," *Ethnographic Praxis in Industry Conference Proceedings* 2016, no. 1 (November 2016): 313–26, <https://doi.org/10.1111/1559-8918.2016.01092>.

⁶³ Sherry R Arnstein, "A Ladder Of Citizen Participation," *Journal of the American Institute of Planners* 35, no. 4 (July 1969): 216–24, <https://doi.org/10.1080/01944366908977225>.

⁶⁴ Raoul V Bianchi and Frans de Man, "Tourism, Inclusive Growth and Decent Work: A Political Economy Critique," *Journal of Sustainable Tourism* 29, no. 2–3 (March 2021): 353–71, <https://doi.org/10.1080/09669582.2020.1730862>.

in designing the development of sustainable tourism assets, particularly in increasing the economy of the locals residing in Singhasari backed up with creative ideas of the NGOs and university researchers. This policy, therefore, needs to be realised, considering the success made by the NGOs through their contribution to central policies.

Third, in terms of *Local Ownership*, Cole S. identifies education level⁶⁵ as one of the obstacles to participation in sustainable tourism development in developing countries. Furthermore, Zielinski *et al.* consider poor skills of the local⁶⁶ and capacity development a lack⁶⁷. The success of the education of the locals in tourism contributes an essential part to manifesting responsible tourism. In such a concept, responsible tourism takes into account three pillars encompassing the environment, local people, and economy. The amalgamation of these pillars is intended to advance the economy and provide an opportunity to preserve the culture and local habitat as tourist attractions for visitors. The success of this integration at a micro level also represents the success of tourism business management, the well-being, and the sustainability of tourist destinations.

All these issues should be received as an alert by the regional governments of Malang by providing optimal education to the locals to manage the SEZ of Singhasari. Active participation of the locals in tourism should reach the participation in the economic sector. This step is expected to help grow the interest of tourists in

⁶⁵ Stroma Cole, "Information and Empowerment: The Keys to Achieving Sustainable Tourism," *Journal of Sustainable Tourism* 14, no. 6 (November 2006): 629–44, <https://doi.org/10.2167/jost607.0>.

⁶⁶ Seweryn Zielinski et al., "Factors That Facilitate and Inhibit Community-Based Tourism Initiatives in Developing Countries," *Current Issues in Tourism* 23, no. 6 (March 2018): 723–39, <https://doi.org/10.1080/13683500.2018.1543254>.

⁶⁷ Rachel Dodds, Alisha Ali, and Kelly Galaski, "Mobilizing Knowledge: Determining Key Elements for Success and Pitfalls in Developing Community-Based Tourism," *Current Issues in Tourism* 21, no. 13 (September 2018): 1547–68, <https://doi.org/10.1080/13683500.2016.1150257>.

the diverse tourist attractions available⁶⁸. This chance should also be viewed as giving a greater contribution to the economy utilised by the locals of the SEZ of Singhasari. This potential allows for more diverse tourism services, offering education and introducing local arts.

On the other hand, the intention of people's participation in sustainable tourism development can also assist less fortunate people, for whom facilities are provided to enable them to explore economic possibilities and to foster social justice⁶⁹. In other words, the development of the economic system in the SEZ of Singhasari represents the infrastructure through which those unfortunate locals are offered access to the economy at the stage of human resource development for social justice. The SEZ development in Singhasari aims to facilitate technology, tourism, potential, and investment⁷⁰. The National Board of SEZs has published a Table that lists investment opportunities in the SEZ of Singhasari⁷¹.

The digitalisation of the SEZ of Singhasari is a modern innovation utilised for the development of the SEZ concerned. This innovation represents the evolution in the sector of public administration in the government. C.E. Marinicia in Ranchordás & Scarcella (2021) implies that the evolution of public administration

⁶⁸ Konstantinos Andriotis, "Community Groups' Perceptions of and Preferences for Tourism Development: Evidence from Crete," *Journal of Hospitality & Tourism Research* 29, no. 1 (February 2005): 67–90, <https://doi.org/10.1177/1096348004268196>.

⁶⁹ Frances Cleaver, "Paradoxes of Participation: Questioning Participatory Approaches to Development," *Journal of International Development* 11, no. 4 (June 1999): 597–612, [https://doi.org/10.1002/\(SICI\)1099-1328\(199906\)11:4<597::AID-JID610>3.0.CO;2-Q](https://doi.org/10.1002/(SICI)1099-1328(199906)11:4<597::AID-JID610>3.0.CO;2-Q).

⁷⁰ Novia Putri Arini and Inayati Nuraini Dwiputri, "Strategi Pengembangan Potensi Kawasan Ekonomi Khusus (KEK) Singhasari Berbasis Konsep Ekonomi Pancasila," in *Prosiding Seminar Nasional Ekonomi Pembangunan*, vol. 1 (Malang: Fakultas Ekonomi, Universitas Negeri Malang, 2021), 8–18.

⁷¹ Dewan Nasional Kawasan Ekonomi Khusus Republik Indonesia, "KEK Singhasari."

is intended to safeguard people in the economic development of a state adjusting to the growing civilisation of the world⁷².

When it comes to the problem discussed in this research, the application of digitalisation transcends technology utilisation; it is part of the contribution given by stakeholders in safeguarding the people from the impacts of modernisation. The Urgency of digitalisation can cut administrative costs, stimulate economic growth, and boost electronic payment⁷³ while helping curtail the likelihood of corruption⁷⁴.

The digitalisation of the Sumberawan site can use an application on a smartphone. In July 2021, the number of smartphone users grew to about 5.3 billion globally, and 167 million in Indonesia (89% of the total population in Indonesia)⁷⁵. This growing number indicates that an application can be considered to digitalise the SEZ of Singhasari. However, this digitalisation design should be able to fulfil the concept of good governance as discussed earlier.

Good governance-based application design for the digitalisation of Sumberawan must take into account several key aspects. First, this application needs to utilise a friendly and intuitive user interface, ensuring that people can easily access relevant information on the SEZ of Singhasari. Proper layout and clear navigation will help improve accessibility and ensure that

⁷² Sofia Ranchordas and Luisa Scarcella, "Automated Government for Vulnerable Citizens: Intermediating Rights," *SSRN Electronic Journal*, no. 11 (2021), <https://doi.org/10.2139/ssrn.3938032>.

⁷³ For more details see PWC, Study on the implementation of Digital Governance in Romania, Page 4, available at: <https://www.arb.ro/wp-content/uploads/Studiu-e-Guvernare.pdf> (Accessed on 23 September 2022)

⁷⁴ Digitization will make transparent and transparent governance an indicator in preventing corruption in the public administration sector. McCue, C., & Roman, A. V., E-procurement: Myth or reality. *Journal of Public Procurement*, 2012

⁷⁵ Naomi Adisty, "Mengulik Perkembangan Penggunaan Smartphone Di Indonesia - GoodStats," n.d.

users can obtain data in no time. Images of spots around the SEZ are also essential to help users visualise the destinations⁷⁶.

Second, personal data protection and security should be taken as a priority in designing an application. Within the milieu of good governance, maintaining integrity and confidentiality of information is vital. Therefore, the application must be equipped with sophisticated security, and the privacy policy must be made clear to protect users from any security risks.

Moreover, the application should provide features for people to give feedback, allowing for active public participation. By providing an effective communication channel between users and stakeholders, this application is expected to support transparency and accountability. This design should also consider building features where people can raise complaints, receive fast responses, and hold an open discussion between people and related parties within the expected framework of good governance.

Conclusion

The management of the SEZ of Singhasari, to some extent, has implemented the principle of good governance, particularly in terms of reporting and disseminating information on the development of the SEZ in a general scope. Nevertheless, the SEZ necessitates legal support to allow for regulatory drafting to realise more effective policy, thereby serving as the basis for reform to improve accountability, transparency, and efficiency of government administration. The availability of legal products also needs other supportive instruments to ensure seamless digitalisation. These instruments encompass e-service, ICT infrastructure, the capability of using e-government, and e-participation. In a sustainable tourism development process, good governance must take into account public participation, investment of stakeholders, and local

⁷⁶ Ludhy Cahyana, "Singosari Jadi Kawasan Ekonomi Khusus Pariwisata - Travel Tempo.Co," 2019; Dewan Nasional Kawasan Ekonomi Khusus Republik Indonesia, "KEK Singhasari."

ownership.

In line with the current development, technology can be utilised to help implement good governance, particularly in the context of the SEZ of Singhasari. Advanced technology such as augmented-virtual reality in an application will bring users (people and investors alike) closer to the SEZ of Singhasari. Features like augmented reality, virtual reality, and other legal products as well as feedback are the breakthroughs of good governance through which the current technology era is harmonised.

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