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Analysis Of Community Participation At The Implementation And Evaluation Stage Of Rice Field Tourism Management Sumber Gempong

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Abstract
Background. Wisata Sawah Sumber Gempong is a tourist attraction that adopts a community-based concept. Sumber Gempong Rice Field Tourism is located in Ketapanrame Village, Mojokerto. This tourist attraction has developed rapidly, with two stages showing the strongest achievements compared with the others. These two stages are the implementation and evaluation stages.
Aims. This article aims to analyze the implementation and evaluation stages in depth.
Methods. The study uses a qualitative, descriptive approach. Data collection techniques used in-depth interviews and documentation, and informants were selected using a purposive technique.
Result. The results show that, at the implementation stage, community participation is reflected in the collective investment scheme, labor, and materials. This exceeds the expectations of Cohen and Uphoff's theory, which explains financial contributions in the form of grants. Rakasiwi, as the Tourism Awareness Group, also plays an active role in mobilizing village youth. At the evaluation stage, a layered evaluation mechanism is used: a monthly formal forum and a weekly informal forum.
Conclusion. Evaluation is carried out consistently by following up on criticism with concrete actions. These two stages are key to Wisata Sawah Sumber Gempong's success from year to year.

Keywords: community participation, implementation stage, evaluation stage, Cohen and Uphoff theory.

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INTRODUCTION

Sumber Gempong Rice Field Tourism is located in Ketapanrame Village, Mojokerto, this tour carries the concept of community-based tourism. This tour receives many visits each year. This made Ketapanrame Village receive an award at the 2023 Indonesian Tourism Village Award (ADWI). This success also comes from community participation, which actively manages the Sumber Gempong Rice Field Tourism.

A key factor in developing a tourist attraction's management is community participation. Community participation is effective when the community is involved not only at the beginning or end of development, but throughout the process (Ramadhan & Khadiyanto, 2014). In this context, Cohen and Uphoff (1980) explain that community participation can be analyzed in four stages: the decision-making stage, the implementation stage, the benefit-receiving stage, and the evaluation stage.

Previous research on Sumber Gempong Rice Field Tourism has mostly discussed community empowerment as a driving factor in developing tourist villages (Megawati et al., 2022). Meanwhile, no study has specifically discussed the stages of community participation using Cohen and Uphoff's (1980) theoretical indicators. Cohen and Uphoff (1980) describe four stages for analyzing community participation. In two stages, namely the implementation stage and the evaluation stage, community participation achievement was very strong. Even in some indicators, it was found that the minimum standard exceedance of the theory of Cohen and Uphoff (1980) was found/

This condition is interesting to study in depth because it is expected to provide an overview of the pattern of community participation that has been successfully applied to all tourism that carries a community-based concept. This article is novel in its focus, namely in analyzing the concrete form of community participation in the implementation and evaluation stages of Sumber Gempong Rice Field Tourism using the theoretical indicators of Cohen and Uphoff (1980). This study also identifies findings that go beyond or enrich Cohen and Uphoff's (1980) theoretical framework. This research is also expected to complement previous research on community participation in Sumber Gempong Rice Field Tourism. This research also addresses how to form community participation during the implementation and evaluation stages of managing Sumber Gempong Rice Field Tourism. This study is also expected to identify a gap between the field findings and Cohen and Uphoff's (1980) theoretical framework.

Although previous studies have highlighted community empowerment, stakeholder collaboration, and local participation as important drivers of tourism village development,

limited research has examined how community participation operates specifically at the implementation and evaluation stages using Cohen and Uphoff's (1980) framework. Existing literature also insufficiently explains participatory practices that extend beyond conventional theoretical categories, particularly collective investment, layered formal–informal evaluation, and culturally mediated mechanisms for expressing criticism. This leaves an important theoretical and empirical gap concerning how these mechanisms interact to sustain community-based tourism management. Accordingly, this study addresses this gap by examining the implementation and evaluation stages of Sumber Gempong Rice Field Tourism and identifying empirical practices that potentially extend and enrich Cohen and Uphoff's participation framework.

METHODS

This study uses a qualitative method with a descriptive approach. This method was chosen because the researcher seeks to understand social phenomena in the field thoroughly and deeply. Data are presented as words and information reported in a structured manner from informant sources in a natural setting (Fadli, 2021). The descriptive approach is also used to describe the conditions and phenomena of community participation that occur in the field as they are, comprehensively and in depth. Data were collected through in-depth interviews and documentation. Informants were selected using purposive sampling. This research involved three informants as information sources. These three informants have different roles and responsibilities in managing Sumber Gempong Rice Field Tourism.

Table 1. Research Informant Profile

Name of the Informant	Departments	Elements represented
Mr. Herwanto	Director of BUMDes Ketapanrame	Elements of village management and institutions
Mr. Roziqin	Supervisor of BUMDes Mutiara Welirang, Representative of Rakasiwi	Elements of Supervisory and Field Implementers (POKDARWIS)
Mr. Qusnianto	Business actors in Sumber Gempong Rice Field Tourism	Elements of society that are actively involved

Source: Author, 2026

DISCUSSION

This study introduces an extended model of community participation in community-based tourism by demonstrating that collective investment, youth-led institutional participation, layered formal–informal evaluation, and representative criticism can extend the implementation and evaluation dimensions of Cohen and Uphoff's (1980) framework. The findings suggest that sustainable community participation is shaped not merely by the presence of participation but by the interaction between collective ownership, institutional structure, continuous evaluation, and concrete follow-up actions.

The novelty of this study lies in its stage-specific and theory-enriching analysis of community participation in Sumber Gempong Rice Field Tourism.

The study offers four principal elements of novelty:

1. Collective investment as an advanced form of resource participation. The study identifies a collective investment scheme in which community members contribute capital not as donations but as investments associated with economic benefits. This mechanism extends the conventional understanding of resource contribution in Cohen and Uphoff's participation framework.
2. Layered participatory evaluation. The study identifies a dual evaluation mechanism consisting of monthly formal evaluations and weekly informal evaluations. This arrangement demonstrates that participatory evaluation can operate simultaneously through institutional and community-level mechanisms.
3. Representative criticism as an adaptive participation mechanism. The findings reveal that psychological and cultural reluctance to express criticism does not necessarily eliminate participation. Community members may use more vocal residents as representatives to communicate criticism, demonstrating an adaptive form of participation within local social relations.
4. Integration of implementation and evaluation as a sustainability mechanism. The study demonstrates that implementation and evaluation are mutually reinforcing. Collective investment generates a sense of ownership, while continuous evaluation ensures that problems and community aspirations are translated into concrete managerial actions. Rakasiwi functions as an institutional bridge between these two stages.

Community Participation at the Implementation Stage

Contribution of Resources through Collective Investment Schemes. This study found that community participation in managing Sumber Gempong Rice Field Tourism takes the form of a collective investment scheme, not fund donations. This scheme requires each participating head of family to invest a minimum capital of Rp. 1,000,000, in order to benefit from the Sumber Gempong Rice Field Tourism activities. Some communities that do not take part in this scheme can still contribute in the form of materials or energy. Some communities choose to participate by building tourism support facilities such as rice shacks, which will then be shared with the management. The community also contributes in the form of manpower, such as community service and helping with tourism activities if there is an annual event. This is clarified by Mr. Roziqin:

"*In this tourism, there are no people who contribute in the form of funds, because we want the community to be able to contribute in the form of investment, so that residents can feel the benefits of tourism*" (Interview with Mr. Roziqin, 2026)

The statement shows that tourism management deliberately directs community contributions toward a collective investment scheme, not donations, so each party involved has a financial interest in tourism's sustainability. Researchers consider this mechanism able to create a sense of collective ownership, as well as a long-term incentive for the community to maintain management quality. This finding exceeded the expectations of Cohen and Uphoff's (1980) theoretical framework, which explained that community contributions are mostly in the form of donations or grants without direct financial reciprocity. Thus, the collective investment scheme in Sumber Gempong Rice Field Tourism can be seen as a form of resource participation that is more complex than the theory's basic concept.

In a different place, Sungkawa and Wachyudi (2024) state that in terms of implementation, the community participates by providing performances or attractions, providing tourism comfort facilities, becoming tour guides, becoming tourism actors, becoming souvenir and food traders, maintaining security, order, cleanliness, and comfort of tourist locations, as well as promoting Kacirebonan Palace tourism. Other study findings: Pentingsari Village has fulfilled this because the community already has local products that are proven to increase community income, are managed by the residents themselves, and are independent. The political principle has been fulfilled because the community has actively managed the tourism village, is responsive to the community's needs, and works together to overcome them. Residents have fully managed the tourism village democratically (Nisa, 2023).

Community mal-participation has been present around Qinghai Lake for more than a decade, contributing to environmental degradation and constraining sustainable tourism development. Its occurrence is associated with residents' perceived unfairness in tourism development, perceived tourist demand, and lower environmental awareness. Stronger behavioral constraints are linked to lower reported mal-participation in the short term, but also to greater resident dissatisfaction and potential longer-term risks. The findings further indicate that improving the perceived fairness of tourism benefit distribution is central to reducing mal-participation and supporting more environmentally responsible participation over time. By conceptualizing community mal-participation and clarifying its governance trade-offs, this study broadens how community participation is theorized in sustainable tourism and provides evidence relevant to rural destinations experiencing rapid tourism growth alongside low resident incomes (Yuxi et al., 2026).

Rakasiwi Institution as the Implementer of Direct Participation

Sumber Gempong Rice Field Tourism has a Tourism Awareness Group (POKDARWIS) named Rakasiwi. Rakasiwi consists of local village youth, with 15% of profits going to Rakasiwi and the rest going to the village treasury. Managers coordinate with the community through a multi-layered system. This system is evident in monthly deliberations, WhatsApp groups as a daily communication tool, and coordination with the Village Consultative Father (BPD) for urgent information.

Rakasiwi is not only a symbol of tourism institutions but also an implementer in the field, holding full control over all tourism activities. The pattern of participation, reflected in the complex involvement of village youth, helps regenerate local leadership in managing Sumber Gempong Rice Field Tourism. These findings align with two of the three theoretical frameworks of Cohen and Uphoff (1980), which explain that the implementation stage involves administrative involvement and direct participation in the program.

Inclusivity and Dependence on External Resources

The third finding at the implementation stage is that community involvement is not differentiated by age, gender, or social status. Rakasiwi members are dominated by young people aged 22-26 years. Work responsibilities are also carried out with a rolling system, where all members are required to be able to adjust to all tourist activities. However, to address limited resources, management will use workers from outside the village and optimize financial

support from external parties such as BRI, Bank Indonesia, Astra, and Petro. This is in line with what Mr. Herwanto explained, as follows:

"*Usually, if, for example, Rakasiwi lacks manpower, we will look for manpower from outside the village, and if from our funds, there is almost no problem in funding. Because outside parties help us, such as BRI, BI, ASTRA, and PETRO. And for our income every year, approximately 40% is already clean.*" (Interview with Mr. Herwanto, 2026)

This statement explains that tourism's financial stability so far does not come entirely from internal tourism but is also supported by external parties. This condition shows a record of crisis amid strong participation and inclusivity during implementation. Cohen and Uphoff's (1980) theoretical framework explains that the sustainability of participation is related to a community's independence and should not depend on external parties. This can weaken the durability of community participation in the long term, especially since support can stop at any time.

Community Participation at the Evaluation Stage

Layered Evaluation Mechanism

The researcher found that there was an evaluation of the Sumber Gempong Rice Field which ran in two systems at the same time. A monthly formal evaluation is carried out involving BUMDes and all related parties. Weekly informal evaluations involve all internal members of Rakasiwi in handling operational problems quickly. This evaluation system is not only reactive to problems but also serves as a planning forum for future tourism programs, and this two-layer evaluation mechanism enables faster and more appropriate responses to tourism problems. In the theoretical framework, Cohen and Uphoff (1980) explained that evaluation is a rare dimension consistently carried out in every participatory development program. Thus, in the Sumber Gempong Rice Field, which has a layered evaluation system, it far exceeds theoretical expectations.

Handling Criticism and Participatory Barriers

The village apparatus still accommodates criticisms that arise spontaneously outside the evaluation forum. However, this criticism will still be followed up after being submitted in the monthly evaluation forum. In delivering criticism, the community feels an obstacle in the form of reluctance. These obstacles are psychological, not due to limitations in existing systems. This was also explained by Mr. Qusnianto, a business actor

"If the obstacle may be more personal, sometimes I feel reluctant to express criticism. But I will usually leave a message to the more vocal residents. Usually there is an informal meeting with Rakashiwi, once a week." (Interview with Mr. Qusnianto, 2026)

Obstacles in the evaluation stage do not stem from limited space to express opinions. Obstacles come from cultural factors and social relations between residents. There is a strategy of representative criticism where each individual will choose to be represented by an individual who is more vocal in delivering criticism. These findings enrich Cohen and Uphoff's (1980) theory by highlighting, at the evaluation stage, more formal mechanisms and showing that evaluation effectiveness can also be determined by the community's ability to overcome psychological obstacles in delivering criticism.

Evaluation as a Basis for Continuous Improvement

The evaluation stage of the Sumber Gempong Rice Field Tourism has been proven to produce real actions, such as briefings to Rakasiwi members to improve service quality, product diversity policies to prevent social jealousy between business actors, to the addition of new tourist attractions to maintain tourist confidence. The evaluation stage does not stop at discussion; it is followed up with concrete attraction policies and innovations. The researcher assesses that this evaluation-follow-up cycle is one of the main supports for the survival of Sumber Gempong Rice Field Tourism from 2021 to 2026 amid fluctuations in tourist visits. This finding strengthens Cohen and Uphoff's (1980) emphasis on the importance of the evaluation stage for the sustainability of participatory programs and aligns with Megawati et al. (2022), who found that community empowerment is a leverage factor for the sustainable development of Sumber Gempong Rice Field Tourism.

Le et al. (2026) found that social presence has a significant positive effect on consumers' continuous participation intention. Brand identity and community identity play a chain-mediating role between social presence and consumers' intention to participate continuously. The safety and monitoring dimensions of institutional trust positively moderate the relationship between brand identity, community identity and continuous participation intention. The safety and monitoring dimensions of institutional trust enhance the mediating roles of brand identity and community identity, with a moderated mediating effect.

The Relationship of the Implementation and Evaluation Stages with Tourism Sustainability

The findings from the implementation and evaluation stages show a mutually reinforcing correlation. Collective investment schemes at the implementation stage foster a

sense of community ownership, while a multi-layered evaluation mechanism ensures that any criticisms and aspirations arising from the implementation process can be acted upon in real terms. The Rakasiwi institution also links these two stages, both as the program implementer in the field and as the party that conducts weekly informal evaluations. The researcher argues that a strong sense of belonging, structured institutions, and a consistent evaluation culture are the main factors driving the success of community participation at these two stages, in line with Cohen and Uphoff's (1980) theoretical framework on sustainable community participation.

Table 2. State of the Art, Research Gap and Novelty

State of the Art	**Research Gap**	**Novelty of This Study**
Community participation is generally examined through empowerment and tourism village development.	Limited stage-specific examination of participation in Sumber Gempong.	Focuses specifically on the implementation and evaluation stages.
Cohen & Uphoff classify participation into decision-making, implementation, benefit-receiving, and evaluation.	Limited evidence concerning contemporary practices that extend the classical framework.	Identifies empirical mechanisms that enrich the implementation and evaluation dimensions of Cohen & Uphoff.
Resource participation is commonly conceptualized through financial, labor, and material contributions.	Conventional models inadequately explain investment-based community contributions.	Introduces collective investment as a more complex form of resource participation.
Evaluation is recognized as an important component of participatory development.	Limited analysis of simultaneous formal and informal community evaluation.	Identifies a layered evaluation mechanism comprising monthly formal and weekly informal forums.
Community involvement is associated with sustainable tourism development.	The mechanism connecting implementation, evaluation, and sustainability remains insufficiently explained.	Demonstrates a mutually reinforcing implementation–evaluation cycle mediated by Rakasiwi.
Participatory forums provide opportunities for community feedback.	Formal opportunities do not fully explain psychological and cultural reluctance to criticize.	Identifies **representative criticism** as an adaptive mechanism for overcoming psychological barriers to participation.

State of the Art	Research Gap	Novelty of This Study
Community independence is regarded as important for sustainable participation.	Strong participation may coexist with dependence on external resources.	Reveals the paradox between high local participation and external-resource dependence as a sustainability challenge.

Despite the growing literature on community participation and empowerment in tourism villages, several research gaps remain.

First, a theoretical gap remains. Previous studies of Sumber Gempong Rice Field Tourism have predominantly focused on community empowerment, while limited attention has been given to systematically analyzing community participation using the specific stages proposed by Cohen and Uphoff (1980). Consequently, it remains unclear how the classical participation framework operates within contemporary community-based tourism management.

Second, an analytical gap remains. Previous research has tended to examine community participation broadly without providing an in-depth analysis of the implementation and evaluation stages. These two stages deserve particular attention because participation in Sumber Gempong is especially strong and, in several respects, extends beyond the basic forms of participation described by Cohen and Uphoff.

Third, an empirical gap remains. The collective investment mechanism identified in Sumber Gempong differs from the conventional donation or grant-based contribution described in the theoretical framework. Community members invest capital with the expectation of receiving benefits from tourism activities, creating both economic interests and a sense of collective ownership.

Fourth, an evaluation-mechanism gap exists. Limited research has explored the coexistence of formal and informal participatory evaluation mechanisms. Sumber Gempong employs monthly formal evaluations involving BUMDes and relevant stakeholders alongside weekly informal evaluations conducted by Rakasiwi. This layered mechanism enables operational problems and community aspirations to be addressed more rapidly.

Fifth, a sustainability gap remains. Strong community participation coexists with dependence on external financial and human resources. This creates an unresolved question regarding whether intensive participation can remain sustainable when tourism management continues to rely partly on external support.

Therefore, the central research gap can be formulated as follows:

Existing studies have not adequately explained how community participation operates specifically at the implementation and evaluation stages of community-based tourism management, particularly where local practices—such as collective investment and

Current studies on community-based tourism increasingly recognize community participation as a fundamental determinant of tourism sustainability. Community participation is considered effective when local residents are involved throughout the development process rather than only at the initial or final stages. Cohen and Uphoff's (1980) framework conceptualizes participation through four stages: decision-making, implementation, benefit-receiving, and evaluation.

Previous research related to Sumber Gempong Rice Field Tourism has primarily emphasized community empowerment as a driving force for tourism village development. Other recent studies have examined community participation, community independence, stakeholder collaboration, livelihood assets, and collaborative governance in tourism village development. However, these studies have generally addressed participation at a broader conceptual or institutional level rather than examining in depth how participation operates at particular stages of tourism management.

The present study advances this body of knowledge by focusing on the implementation and evaluation stages, where community participation is particularly strong in Sumber Gempong Rice Field Tourism. Rather than treating community participation as a general phenomenon, the study examines its concrete mechanisms, including collective investment, labor and material contributions, youth participation through Rakasiwi, formal and informal evaluation forums, criticism mechanisms, and the translation of evaluation results into management actions.

CONCLUSION

Community participation at the implementation and evaluation stages in managing Sumber Gempong Rice Field Tourism showed the strongest achievements compared with other stages, with some indicators exceeding the minimum standards of Cohen and Uphoff's (1980) theory. At the implementation stage, community participation is shown through collective investment schemes, labor and material contributions, and Rakasiwi institutions that actively mobilize village youth. At the evaluation stage, the layered mechanism of monthly formal forums and weekly informal forums has proven able to follow up on criticism and suggestions in real terms. The key to success in these two stages is a strong sense of community belonging,

structured institutions, and a culture of consistent evaluation, enabling Sumber Gempong Rice Field Tourism to survive and develop from 2021 to 2026.

Suggestions

Some suggestions for BUMDes and Rakasi managers are to formulate a strategy to gradually strengthen funding independence, given that current financial stability still depends heavily on external support from BRI, Bank Indonesia, Astra, and Petro. Managers are also advised to open a more personal and less intimidating criticism channel, for example through anonymous suggestion boxes, to reduce psychological obstacles such as reluctance still felt by some people in evaluation forums. For further research, it is recommended to examine more deeply the decision-making stage and the benefit receipt stage in the Sumber Gempong Rice Field Tourism, considering that both stages show relatively weaker achievements than the implementation and evaluation stages, as well as explore the long-term impact of dependence on external resources on the sustainability of community participation.

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