

Revitalizing Majelis Krama Desa for the Development of Tourism Villages and the Achievement of SDGs in West Nusa Tenggara

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Abstract: This study examines the transformation of traditional customary institutions from conflict mediators into development agents that support village independence through community-based tourism. The focus is on the Majelis Krama Desa (MKD) in West Nusa Tenggara, which has evolved from a reactive dispute resolution body to a proactive institution in community-based development. The research method employed a literature review with a thematic approach, analyzing scientific publications, policy documents, and official reports published between 2015 and 2025. The findings reveal that the transformation of MKD from a conflict resolution institution into a driver of village self-reliance through tourism significantly contributes to the achievement of SDG 8 (Decent Work and Economic Growth), SDG 11 (Sustainable Cities and Communities), and SDG 16 (Peace, Justice, and Strong Institutions). The main challenges include cultural erosion, authority conflicts, and limited institutional capacity. This study recommends strengthening MKD through systematic capacity-building programs and integrating its roles into the Rencana Pembangunan Jangka Menengah Desa (Village Medium-Term Development Plan).

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Introduction

Customary institutions in Indonesia have played a crucial role for centuries in maintaining social harmony and resolving community-level conflicts. Their existence has constitutional recognition through Article 18B, Paragraph (2) of the 1945 Constitution, which stipulates that the state acknowledges and respects the traditional communities and their customary rights (Toloh & Pangau, 2023). This recognition is further reinforced by various derivative regulations that provide a legal foundation for the operationalization of customary institutions within Indonesia's modern governance system.

However, the challenges of modernization and socio-economic change have demanded a transformation of customary institutions from traditional functions toward becoming more proactive development agents. This transformation is inevitable, given the paradigm shift in development that increasingly emphasizes community participation and sustainable development rooted in local wisdom (Dasor, 2020). In this context, customary institutions are not only reactive dispute mediators but also serve as engines of development, integrating traditional values with the demands of contemporary growth.

In West Nusa Tenggara, particularly on Lombok Island, the Majelis Krama Desa (MKD) represents the evolution of traditional customary institutions adapting to development needs. Based on North Lombok Regent Regulation No. 20 of 2017 (2017), MKD is defined as a village community institution mandated to resolve disputes within the village (Peraturan Bupati Lombok Barat tentang Majelis Krama Desa, 2019; Peraturan Bupati Lombok Utara tentang Pedoman Majelis Krama Desa, 2017). This legal basis is reinforced by North Lombok Regional Regulation No. 6 of 2020 on the Recognition and Protection of Customary Law Communities, which formally legitimizes the existence and operation of MKD within the structure of village governance (Septono, 2022).

The uniqueness of MKD lies in its ability to integrate traditional functions with modern development needs. As an institution rooted in the local wisdom of the Sasak people, the MKD enjoys strong social legitimacy among communities. More broadly, the MKD not only carries out dispute resolution but also contributes to cultural preservation, local economic development, and sustainable tourism promotion (Septono, 2022).

In the context of developing tourist villages, the role of MKD becomes increasingly strategic. The tourism sector in NTB recorded positive growth between 2013 and 2019, with an increase of more than 1.4 million international visitors and 2.1 million domestic tourists (Badan Perencanaan Pembangunan Daerah Provinsi NTB, 2022). This positions NTB as a major tourism destination requiring community-based management to ensure sustainability and village economic independence. Within this framework, MKD serves as a bridge between local traditions and the modern tourism industry, ensuring that development does not compromise cultural values and community social harmony.

The strategic role of MKD in village tourism aligns with the principles of community-based tourism (CBT), which emphasizes active participation of local communities in tourism management and development. The CBT model highlights community empowerment as the subject of development rather than merely the recipient of tourism impacts (Syarifah & Rochani, 2022). In this regard, MKD functions as an institution that facilitates community participation, manages potential conflicts, and ensures equitable distribution of benefits derived from tourism activities.

Research on customary institutions as conflict-resolution mechanisms has been widely conducted, particularly in the context of traditional mediation and dispute resolution based on local wisdom. Jaya and Delmiati (Jaya & Delmiati, 2022), in their study on coordination between the police and customary institutions in resolving social conflicts, found that customary institutions play a highly significant role in conflict resolution at the community level. However, challenges remain, such as limited understanding among customary institution officials and the absence of proper documentation in handling cases. A study by Herlambang et al. (Herlambang et al., 2022) on the empowerment of customary institutions in conflict resolution processes revealed that these institutions are highly effective because of their kinship-based approaches and reliance on local values. Nevertheless, this effectiveness can only be maximized if supported by adequate capacity building and proper coordination with formal institutions.

In a more specific context, research conducted by Zai and Jempa (2021) on resolving domestic violence conflicts and Kaban (2016) on the resolution of customary land inheritance disputes among the Karo ethnic group demonstrated that strong kinship systems serve as social capital in conflict resolution. This study underlined the importance of understanding the unique

characteristics of each customary system in designing effective conflict resolution mechanisms.

Literature on community-based tourism (CBT) and village independence has also grown significantly in the past decade. Ahsani et al. (Ahsani et al., 2018), in their study of CBT implementation in Candirejo Tourist Village, Borobudur, found that CBT fosters village independence through community empowerment. Their findings emphasized that active involvement of the community in planning, implementation, and evaluation is a key factor for successful CBT.

Marlina (Marlina, 2019), in her research on the independence of tourist village communities from the perspective of CBT in Ketengger Village, Banyumas Regency, identified five key factors supporting community independence: self-confidence, integrity, commitment, resilience, and sustainability. These factors form a conceptual framework that is important for understanding the success indicators of transforming customary institutions to support village independence.

More recent research by Aulia et al. (Aulia et al., 2024) on CBT implementation in Karangrejo Tourist Village, Borobudur, using a stakeholder mapping analysis, showed that CBT positively impacts economic, social, cultural, environmental, and political dimensions. However, the study also revealed that stakeholders do not always hold equal power or interests, requiring special strategies to ensure effective participation of all parties.

At the international level, Krittayarungroj et al. (Krittayarungroj et al., 2023), through a bibliometric review, analyzed sustainability within the CBT framework and found that sustainability in CBT initiatives involves balancing environmental, socio-cultural, and economic considerations. They identified the need for more in-depth studies on integrating CBT with the Sustainable Development Goals (SDGs), especially in practical implementation.

In the Indonesian context, Fatih and Hakim (Fatih & Hakim, 2023) conducted research on the development of community-empowered tourist villages aimed at achieving village economic independence in Gresik Regency. Using a Participatory Action Research (PAR) approach, they concluded that sustainable tourist village development requires the active involvement of all stakeholders, including customary institutions, as mediators of community interests.

This study offers a new perspective by positioning MKD not merely as a conflict resolution institution but as a development agent actively supporting village independence through the promotion of tourist villages. This approach integrates the dimensions of customary institutions with sustainable development strategies, particularly within the framework of achieving the Sustainable Development Goals (SDGs).

The novelty of this study lies in three main aspects. First, it provides a theoretical framework that integrates institutional transformation theory with community-based tourism in the Indonesian customary institution context. Second, it analyzes the role of MKD in contributing simultaneously to multiple SDGs—not only SDG 8 and SDG 11, but also SDG 16 (United Nations, 2015), which has received less attention in CBT-related literature. Third, it contributes to the understanding of concrete mechanisms in the transformation of customary institutions from reactive to proactive functions in sustainable development contexts.

From an academic standpoint, this study fills a theoretical gap regarding the role of informal institutions within modern governance systems, particularly in the context of

decentralization and regional autonomy in Indonesia. Furthermore, it enriches the literature on community-based tourism by emphasizing the central role of customary institutions as key drivers of community participation in sustainable tourism development.

Based on the analysis of research gaps and the need for conceptual development, this study seeks to address the following research questions:

1. How has the role of customary institutions transformed from conflict mediators into development agents, particularly in the context of MKD in West Nusa Tenggara?
2. What role does MKD play in supporting village independence through the development of tourist villages?
3. How does MKD contribute to achieving the SDGs, particularly SDG 8, SDG 11, and SDG 16?
4. What challenges and opportunities exist in the transformation of MKD's role as an agent of sustainable development?

The objectives of this research are to analyze the evolution of MKD's functions from a traditional conflict resolution institution into a development agent that supports village independence, to identify its contributions to sustainable tourist village development in West Nusa Tenggara, and to formulate recommendations for optimizing MKD's role in achieving the SDGs. Practically, this study aims to provide insights for policymakers in designing strategies to strengthen customary institutions as effective partners in sustainable development.

Research Method

This study employed a literature review method with a qualitative descriptive-analytical approach to examine the institutional transformation of customary organizations and the role of Majelis Krama Desa (MKD) in sustainable development. Data sources included peer-reviewed journal articles, reference books, government policy documents, and official reports published within the last decade (2015–2025). Literature was selected based on its relevance to customary institutions, community-based tourism, village self-reliance, and the SDGs, while non-peer-reviewed publications, popular articles, and sources with only superficial coverage of the topic were excluded.

Data collection was carried out through databases such as Google Scholar, ResearchGate, Garuda portal, government websites, and reputable news portals, using a combination of Indonesian and English keywords. A snowball sampling technique was applied to trace additional references, while the validity of sources was ensured through cross-checking and triangulation.

The theoretical framework combined institutional transformation theory and community-based development, complemented by sustainability and SDGs concepts to analyze MKD's contribution to economic, social, environmental, and institutional dimensions. Data analysis employed thematic analysis, conducted through intensive reading, coding, theme identification, review, and narrative synthesis. Three major categories were emphasized: the traditional role of customary institutions as conflict mediators, the transformation process toward becoming development agents, and their contribution to tourism village development and the achievement of the SDGs.

The main limitation of this study lies in its reliance on secondary literature, which may not fully represent the local context, along with potential publication bias that tends to highlight

successes over failures. To mitigate this, the study utilized diverse sources and applied critical analysis to each finding.

Result and Discussion

1. The Traditional Role of Customary Institutions as Conflict Mediators

a. Structure and Traditional Legitimacy of the MKD

Historically, customary institutions in Lombok, including the Village Community Council (MKD, Majelis Krama Desa), have performed the primary function of dispute resolution and maintaining social harmony within the Sasak ethnic community. The traditional structure of the MKD is rooted in a local wisdom system that has evolved over centuries, with legitimacy derived from community recognition of the leadership and wisdom of its members (Peraturan Bupati Lombok Utara tentang Pedoman Majelis Krama Desa, 2017).

Based on prevailing regulations, the main functions of the MKD encompass three fundamental aspects: first, facilitating the mediation of disputes occurring within the village community; second, developing coordination and cooperation among village institutions to safeguard and preserve cultural values; third, documenting and inventorying the values and norms developing within the community (Pedoman Fasilitasi Penyelesaian Sengketa Majelis Krama Desa, 2017). These three functions reflect the holistic role of the MKD, which is not only reactive in resolving conflicts but also proactive in preserving culture and building an effective local governance system.

The membership composition of the MKD reflects representation from various community elements, although significant gender inequality still exists. Data from the Sukadana MKD shows that out of 11 members, only one woman was elected in July 2018, marking an important breakthrough as it was the first time a woman joined the MKD (Sinombor, 2018). This phenomenon indicates a progressive evolution in gender representation within customary institutions, although further efforts are still needed to achieve optimal equality.

b. Traditional Conflict Resolution Mechanisms

The conflict resolution mechanism applied by the MKD is based on the principle of Gudem (deliberation for consensus), which is a living and developing local wisdom in the life of the community in North Lombok (Septono, 2022). This approach is fundamentally different from the formal justice system, as it emphasizes restorative justice over punitive justice.

Based on the classification of customary law in North Lombok, legal cases are divided into three types of disputes reflecting the level of complexity and impact: sengketa alit/doso goro (minor disputes), sengketa madia/doso terbayar (medium disputes), and sengketa agung/Pati (major disputes) (Septono, 2022). This classification allows the MKD to apply a proportional approach according to the characteristics of each case.

The effectiveness of this traditional mechanism can be seen from data showing that the role of customary institutions can suppress the number of legal cases being referred to the court system, with more cases being resolved at the customary community level through Gudem (Septono, 2022). This indicates that the approach based on local

wisdom has high effectiveness in resolving conflicts, while also saving the social and economic costs required for conflict resolution through formal channels.

c. Limitations of the Reactive Approach

Despite its proven effectiveness, the traditional approach of the MKD has inherent limitations that restrict its impact on sustainable development. First, its reactive nature means the MKD only acts after a conflict occurs, without systematic efforts for conflict prevention through community education and capacity building. Second, the MKD's traditional scope of authority, limited to aspects of dispute resolution, makes this institution less than optimal in taking a proactive role in the community's economic and social development.

Third, reliance on informal and poorly documented approaches can lead to problems of accountability and consistency in decision-making (Jaya & Delmiati, 2022). Fourth, in a broader context, a traditional approach that focuses only on local social harmony may be less responsive to the challenges of modern development, which require integration with wider economic and political systems. These limitations form the basis for the urgency of transforming towards a more comprehensive role as a development agent.

2. Transformation Towards a Development Agent

a. Driving Forces of Transformation

The transformation of the MKD from a reactive conflict mediator to a proactive development agent is driven by the convergence of several key, mutually reinforcing factors. The first factor is the evolution of increasingly complex village community needs along with the process of modernization and integration with the global economy. The community no longer only needs conflict resolution but also requires facilitation in accessing economic opportunities, education, and quality public services.

The second factor is the integration of the sustainable development agenda realized through the implementation of SDGs at the national and local levels. Indonesia has shown a strong commitment to achieving the SDGs, with its ranking improving from position 102 in 2019 to position 75 in 2023 (indonesia.go.id, 2024). This achievement requires the involvement of all stakeholders, including customary institutions, in implementing sustainable development programs.

The third factor is the digitalization of village institutions, which provides opportunities for the MKD to expand its reach and improve the effectiveness of its services. Digital transformation in the Indonesian government has created infrastructure that enables local institutions to participate in a more modern and transparent governance system (H. W. Aripadono et al., 2024).

The fourth factor is decentralization and regional autonomy, which provide broader space for local institutions to play a role in development. In the context of decentralization, customary institutions like the MKD have the opportunity to become strategic partners for local governments in implementing development programs that suit local characteristics and needs (Shoesmith et al., 2020).

b. Institutional Transformation Mechanisms

The MKD transformation process involves several complex and interrelated institutional mechanisms. The first mechanism is institutional adaptation, where the MKD develops new functions without abandoning its traditional functions. This is reflected in the development of roles in social education and legal literacy to prevent conflicts, which is a natural evolution from the dispute resolution function (Roumpakis, 2016).

The second mechanism is network integration, where the MKD builds cooperation networks with various stakeholders, including village governments, non-governmental organizations (NGOs), the private sector, and international organizations. This network allows the MKD to access the resources and expertise needed to carry out its new function as a development agent (Ansell & Gash, 2008; Sørensen & Torfing, 2007).

The third mechanism is capacity building, which includes enhancing the capabilities of MKD members in various aspects, from modern conflict management and development facilitation techniques to sustainable tourism management (Eade, 2000; UNDP, 2009). This capacity-building process can be carried out through formal training, exchange programs, or learning by doing through the implementation of development projects.

The fourth mechanism is institutional learning, where the MKD systematically reflects on experiences and lessons learned from various development initiatives to improve its operational effectiveness and efficiency (Argyris & Schön, 1997; Senge, 2007). This learning process is important to ensure the sustainability of the transformation and adaptability to changes in the external environment.

c. Integration with the Sustainable Development Agenda

The transformation of the MKD aligns with the national sustainable development agenda and the achievement of the SDGs, which have been integrated into Indonesia's National Medium-Term Development Plan (RPJMN) (Kementerian PPN/BAPPENAS, 2023). The implementation of the SDGs in Indonesia recognizes the importance of participation from all sectors and institutions, including customary institutions, in achieving sustainable development targets.

In the village context, this integration is realized through the mainstreaming of SDGs in the Village Medium-Term Development Plan (RPJMDes), where the MKD acts as a facilitator of dialogue between the community, village government, and external stakeholders in formulating sustainable development programs (indonesia.go.id, 2024).

The MKD also functions as a mediator in translating the global SDGs agenda into a local context that aligns with the cultural values and specific needs of the Sasak community. This process is important to ensure that the implementation of the SDGs is not solely top-down but also accommodates aspirations and local wisdom that have proven effective in managing community life.

d. Digitization and Institutional Modernization

The process of village institutional digitization provides strategic opportunities for the MKD to expand its reach and improve the effectiveness of its services. In the

context of the digital transformation of the Indonesian government, which targets fully digital government by 2025, local institutions like the MKD have the opportunity to participate in a more modern and transparent governance ecosystem (H. W. Aripadono et al., 2024).

Documentation and inventory of cultural values can be carried out systematically and integrated with the village information system. This not only improves administrative efficiency but also contributes to the preservation of cultural heritage in a digital format accessible to future generations. Furthermore, digital information systems enable the MKD to monitor and evaluate the impact of various development initiatives implemented.

Digital platforms also open opportunities for the MKD to build networks with other customary institutions in various regions, facilitating the sharing of best practices and collaboration in facing similar development challenges. This aligns with the spirit of decentralization, which not only grants autonomy but also encourages innovation and learning between regions.

3. The Role of the MKD in Supporting Village Independence through Tourism Villages

a. MKD as Guardian of Social Harmony in the Tourism Context

The development of tourism villages requires social stability and community harmony as a fundamental prerequisite for long-term success. In this context, the MKD plays a crucial role in ensuring that tourism activities do not disturb the socio-cultural balance of the community and remain aligned with the traditional values upheld by the Sasak people (Polri NTB, 2024).

Tourism villages in Lombok such as Sade, Senaru, Tetebatu, and Sukarara villages offer unique experiences rich in cultural traditions that require harmonious community-based management (Polri NTB, 2024). The MKD functions as a guardian of authenticity, ensuring that the commercialization of tourism does not excessively commodify culture or damage the spiritual and social meaning of the traditions presented to tourists.

This role becomes increasingly important given the challenges faced by many cultural tourism destinations worldwide, where commercial pressures often lead to the erosion of authentic values and the transformation of culture into mere tourism commodities. The MKD, with its social legitimacy and deep understanding of local cultural values, is in a strategic position to prevent destructive cultural commodification.

b. Facilitation of Community-Based Tourism in NTB

The concept of community-based tourism (CBT) implemented in West Nusa Tenggara (NTB) aligns with the traditional role of the MKD as an institution that prioritizes deliberation and community participation. Bilebante Village, which was officially inaugurated as a green tourism village in 2016, shows a successful example of community-based tourism management with support from various stakeholders, including customary institutions (Wisata Desa Hijau Bilebante, 2025).

The Rebound Desa Wisata (Tourism Village Rebound) program from the Indonesian Ministry of Tourism and Creative Economy, in cooperation with the NTB Provincial Tourism Office, shows the government's commitment to developing the

Mandalika super priority tourism destination through a CBT approach (Safitri et al., 2024). In this context, the MKD acts as a connector between government programs and the needs and aspirations of the local community.

The MKD in the CBT context functions as: first, a facilitator of dialogue among stakeholders, ensuring that the voice of the local community is heard in the tourism program planning and implementation process; second, a guardian of cultural authenticity, ensuring that the developed tourism products truly reflect local wisdom and are not mere imitations of other destinations; third, a mediator between economic interests and tradition preservation, ensuring that the economic benefits of tourism do not come at the expense of cultural and environmental sustainability.

c. Mediator of Multi-Stakeholder Interests

In the complex ecosystem of a tourism village, the MKD plays the role of mediator between the often differing interests of villagers, village government, investors, and tourists. (Aulia et al., 2024) in their research show that the implementation of CBT in tourism villages has a positive impact on economic, social, cultural, environmental, and political dimensions, but not all stakeholders have equal power and interests in the decision-making process.

This mediator role is crucial in managing potential conflicts that may arise between the economic incentives of tourism and the preservation interests of the local community. The MKD, with its deep understanding of social dynamics and its legitimacy, can bridge expectation gaps and facilitate win-win negotiations for all parties.

Furthermore, the MKD also plays a role in ensuring the equitable distribution of benefits from tourism activities. This is important to prevent economic polarization within the community, where only a small portion of the community enjoys economic benefits while the majority only bears the negative impacts of tourism activities.

d. Community Capacity Development

The MKD plays an active role in developing the capacity of the community to participate optimally in tourism activities. This includes capacity building in various aspects, such as hospitality skills, product development, marketing, and financial management. Fatih and Hakim (Fatih & Hakim, 2023) in their research emphasize the importance of enhancing the skills and productivity of community micro, small, and medium enterprises (MSMEs) as the foundation for village economic independence.

The capacity-building programs facilitated by the MKD are not only technical but also include strengthening the community's social capital and collective efficacy. This is important to ensure that the community does not merely become a passive recipient of development programs but also an active agent that can take initiative and lead the process of change in its community.

4. Contribution of the MKD to the Achievement of Sustainable Development Goals (SDGs)

a. SDG 8: Decent Work and Economic Growth

The contribution of the MKD to SDG 8 is reflected in its role as a facilitator of economic opportunity development at the village level through tourism village initiatives. SDG Target 8.9, which directs to "devise and implement policies to promote sustainable

tourism that creates jobs and promotes local culture and products," is highly relevant to the role of the MKD in developing CBT (UNDP, 2024).

Data from various tourism villages in NTB show that the development of community-based tourism has successfully created diverse employment opportunities, ranging from local guides, handicraft artisans, homestay providers, to traditional culinary business actors (Polri NTB, 2024). The MKD plays a role in ensuring that this job creation is not only quantitative but also qualitative, providing decent work with fair working conditions and wages.

Furthermore, the MKD also contributes to Target 8.3, which promotes "development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises" through facilitating the development of MSMEs in the tourism and creative economy sectors.

b. SDG 11: Sustainable Cities and Communities

The role of the MKD in supporting SDG 11 is reflected in its contribution to the development of sustainable, inclusive, and resilient village communities. Target 11.4, which emphasizes "strengthening efforts to protect and safeguard the world's cultural and natural heritage," is highly aligned with the function of the MKD in preserving Sasak culture and integrating it with sustainable tourism development (UNDP, 2024).

The MKD also contributes to Target 11.3 on "enhancing inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management" through its role in facilitating participatory planning in tourism village development. The participatory approach applied by the MKD ensures that the voice of the local community, including marginalized groups, is accommodated in the development planning process.

Furthermore, in the context of Target 11.a, which emphasizes "supporting positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning," the MKD acts as a connector between villages and cities through the development of tourism involving urban tourists and rural communities.

c. SDG 16: Peace, Justice, and Strong Institutions

The contribution of the MKD to SDG 16 is a very fundamental area given the MKD's traditional function as a conflict resolution institution. SDG 16 aims to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" (United Nations, 2015).

Target 16.1, which underlines "significantly reduce all forms of violence and related death rates everywhere," is relevant to the role of the MKD in preventing and resolving conflicts through the Gudem approach, which emphasizes restorative justice over a punitive approach (Septono, 2022). The effectiveness of this approach can be seen from data showing that North Lombok has the lowest crime rate in NTB Province, which can partly be attributed to the active role of customary institutions in resolving conflicts at the grassroots level.

Target 16.3 on "promoting the rule of law at the national and international levels and ensuring equal access to justice for all" aligns with the role of the MKD in providing alternative dispute resolution that is accessible, affordable, and culturally appropriate for the local community. This approach is particularly important in the context of Indonesia, where access to the formal justice system is still limited in many rural areas.

Target 16.6, which emphasizes "developing effective, accountable and transparent institutions at all levels," is relevant to the MKD's transformation process from an informal institution to a more structured and accountable one while maintaining its legitimacy and effectiveness. This institutional strengthening process is important to ensure that the MKD can play an optimal role as a partner in the modern governance system.

Target 16.7 on "ensuring responsive, inclusive, participatory and representative decision-making at all levels" is highly aligned with the principle of deliberation for consensus (*musyawarah mufakat*) applied by the MKD. The experience of the Sukadana MKD in accommodating women's participation shows a progressive evolution towards more inclusive representation (Sinombor, 2018).

d. Interlinkages between SDGs

Analysis of the MKD's contribution to multiple SDGs shows strong interlinkages between goals that mutually reinforce each other. For example, the MKD's role in maintaining social cohesion (SDG 16) creates the necessary precondition for sustainable economic development through tourism (SDG 8), which in turn contributes to community resilience and sustainability (SDG 11)(UNDP, 2024).

These interlinkages are also reflected in Target 16.a, which emphasizes "strengthening relevant national institutions, including through international cooperation, for building capacity at all levels, particularly in developing countries, to prevent violence and combat terrorism and crime." In this context, the MKD as an effective local institution can serve as a model for capacity building of similar institutions in other regions.

5. Transformation Challenges

a. Erosion of Cultural Values due to Tourism

One of the main challenges faced in the MKD's transformation is the potential erosion of cultural values due to the commercialization of tourism. The Chairman of the Sasak Customary Council of NTB has highlighted that Lombok's cultural values are increasingly fading, with little literature highlighting the culture and minimal promotion from the government for the existing cultural diversity (Maulida, 2002). This phenomenon indicates a trade-off between the economic benefits of tourism and the preservation of traditional cultural values.

Mass tourism can threaten the authenticity of local culture if not managed properly. Tourist expectations, which often lean towards a simplified or exoticized version of local culture, can encourage communities to modify their traditions to be more "marketable," which can ultimately erode the meaning and substance of those traditions.

This challenge is crucial in the context of digitization and social media, where pressure to create "Instagrammable moments" can drive the commodification of culture

for visual aesthetics without considering cultural significance. The MKD faces a dilemma in accommodating the expectations of modern tourists while maintaining the integrity of Sasak culture.

b. Authority Conflicts and Local Politics

The transformation of the MKD's role from an informal institution to a formal development agent can lead to authority conflicts with formal government institutions. A case in Banyuasri Traditional Village shows tension between the decisions of the *paruman desa* (village deliberation) as the highest decision-making body in the traditional village and intervention from higher-level institutions (Ridwan, 2023). This conflict reflects the complexity of integrating traditional governance systems with modern government structures.

This dilemma is also related to issues of legitimacy and accountability. On one hand, the MKD has strong legitimacy from the community based on tradition and cultural values. On the other hand, in a modern governance system, legitimacy must also stem from a legal mandate and democratic processes. Harmonizing these two sources of legitimacy requires careful institutional design that can accommodate both aspects.

Political economy considerations also influence authority dynamics. Various stakeholders, including local elites, business interests, and political actors, may have different agendas regarding the role and authority of the MKD. Managing these competing interests requires sophisticated political skills and strategic thinking from the MKD leadership.

c. Resource and Capacity Limitations

The ability of the MKD to perform its dual role as a conflict resolver and development agent requires a significant upgrade in terms of human resources and financial capacity. Fatih and Hakim (2023) identified that the main problems faced are the low skills and productivity of community micro, small, and medium enterprises (MSMEs), as well as the management of PIRT (Home Industry Food Production Registration) and the legality of MSME products.

The gap in technical expertise is particularly evident in areas such as tourism marketing, digital technology, financial management, and project management. The traditional skill sets possessed by MKD members may not be sufficient to manage the complexity of modern tourism development, which involves multiple stakeholders and sophisticated value chains.

Financial constraints also represent a significant limiting factor. The MKD has traditionally operated with minimal financial resources, relying on voluntary contributions and social capital. To perform its role as a development agent, the MKD needs access to funding sources that can support capacity-building programs, infrastructure development, and operational activities. Institutional capacity for monitoring, evaluation, and learning is also still limited. The ability to systematically assess the impact of various initiatives, extract lessons learned, and adapt strategies accordingly are competencies essential for an effective development agency but are not yet fully developed in many MKDs.

d. Generational Challenges and Social Change

Rapid social change, particularly among the younger generation, creates challenges in maintaining the relevance and effectiveness of the MKD. Younger generations, who are increasingly urban-oriented and technology-savvy, may have different expectations regarding leadership styles, decision-making processes, and service delivery from customary institutions.

The generation gap is also reflected in differences in values and priorities. While older generations may prioritize tradition preservation and social harmony, younger generations may focus more on economic opportunities and individual advancement. Bridging these differences requires adaptive leadership and innovative approaches that can appeal to different generational cohorts. Urbanization and migration patterns also affect the composition and dynamics of village communities. Out-migration of younger populations can reduce the human capital available for community development initiatives, while in-migration for tourism-related employment can create new social dynamics that the MKD needs to manage.

6. Opportunities and Innovation in MKD Transformation

a. Leveraging Digital Technology

Digitization offers unprecedented opportunities for the MKD to expand its reach and improve its effectiveness. Digital platforms can be used for the documentation and preservation of culture in forms accessible to broader audiences, including diaspora communities and international scholars. This not only contributes to cultural preservation but can also be a source of pride and identity reinforcement for the local community.

E-governance applications can increase transparency and accountability in the MKD's decision-making processes. Digital recording of deliberations, decisions, and outcomes can enhance public trust and facilitate learning from best practices. Online platforms can also facilitate broader participation in decision-making, particularly from community members who may not be able to participate in traditional face-to-face meetings. Digital marketing and e-commerce can significantly expand the market reach for products and services developed through community-based tourism initiatives. The MKD can facilitate the development of a digital marketplace that showcases local products, services, and tourism experiences, thereby increasing economic returns to community members.

b. Strategic Partnerships and Network Building

The transformation of the MKD can be accelerated through strategic partnerships with various external actors. Academic institutions can provide research support, technical assistance, and capacity-building opportunities. NGOs can offer expertise in community development, conflict resolution, and sustainable tourism. The private sector can contribute financial resources, market access, and technical know-how.

International partnerships also offer opportunities to learn from similar institutions in other countries. South-South cooperation, in particular, can provide relevant models and approaches that have proven effective in contexts similar to Indonesia. Exchange programs and study tours can expose MKD leaders to innovative practices and technologies. Government agencies at various levels can provide institutional support, policy backing, and financial resources for transformation

initiatives. Integration with government programs and alignment with policy priorities can ensure the sustainability and scalability of transformation efforts.

c. Innovation in Service Delivery

The MKD can innovate in the ways it delivers traditional services as well as develop new services that respond to emerging community needs. In conflict resolution, for example, the MKD can integrate modern mediation techniques with traditional approaches to improve effectiveness. Training in contemporary conflict resolution methods can enhance skills without compromising cultural authenticity.

In development facilitation, the MKD can adopt project management methodologies, participatory planning techniques, and impact assessment tools that can improve the quality and accountability of development initiatives. The integration of gender-sensitive approaches and inclusive development practices can ensure that the benefits of development efforts are distributed equitably. Innovation can also occur in areas such as environmental management, where traditional ecological knowledge can be integrated with modern conservation practices to develop sustainable tourism models that protect natural resources while providing economic benefits.

Conclusion

This study emphasizes that the transformation of the Majelis Krama Desa (MKD) from a traditional customary institution into a development agent represents both a necessity and an opportunity within the framework of sustainable development in Indonesia. This shift involves moving from a reactive role in conflict resolution toward a proactive role in social education, conflict prevention, and facilitating community-based development.

The findings indicate that the driving factors behind this transformation include changing community needs, sustainable development agendas, institutional digitalization, and governmental decentralization. The process unfolds through institutional adaptation, capacity building, network integration, and institutional learning, enabling MKD to develop new competencies while retaining its social legitimacy.

Recommendation

In the context of tourism villages, MKD serves as a guardian of social harmony, a facilitator of community-based tourism, a mediator among stakeholders, and a driver of community capacity development. Its contribution to the SDGs extends beyond Goals 8 and 11, with significant relevance to Goal 16 by fostering peaceful and inclusive communities.

Theoretically, this study demonstrates that traditional institutions can adapt to the demands of modern governance and play a strategic role in promoting authentic and sustainable community-based tourism. Practically, it highlights the importance of strengthening MKD's capacity, integrating it into village planning, developing monitoring systems, fostering multi-stakeholder synergy, ensuring innovative funding, and advancing inclusive digitalization as key strategies to reinforce MKD's role in sustainable village development.

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