

First Edition

INNOVATION

to Establish
Prominent and
Sustainable Village

RESEARCH TEAM
Pius Sugeng Prasetyo
Tutik Rachmawati
Theresia Gunawan
Yosefa
Trisno Sakti Herwanto
Kristian W. Wicaksono



INNOVATION to Establish Prominent and Sustainable Village
INOVASI untuk Mewujudkan Desa Unggul dan Berkelanjutan



Edisi Pertama

INOVASI

untuk Mewujudkan
Desa Unggul
dan Berkelanjutan

TIM PENYUSUN
Pius Sugeng Prasetyo
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Dr. Pius Sugeng Prasetyo | Tutik Rachmawati, Ph.D.

Dr. Theresia Gunawan | Trisno Sakti Herwanto, S.IP., M.PA

Kristian W. Wicaksono, S.Sos.,M.Si. | Yosefa S.T., M.M.

Published by

Friedrich-Ebert-Stiftung (FES) Indonesia Office

Jl. Kemang Selatan II No. 2A

Jakarta 12730, Indonesia

P.O. Box 7952 JKSKM

Jakarta 12079, Indonesia

Telp: (62-21) 7193711 (hunting)

Fax: (62-21) 71791358

Email: info@fes.or.id

Website: www.fes-indonesia.org

In cooperation with

Coordinating Ministry for Human Development and Cultural Affairs of
Republic of Indonesia, and Parahyangan Catholic University

Printed, Jakarta, October 2017

ISBN: 978 - 602 - 8866 - 21 - 7

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PREFACE

This study is basically a form of concern from various parties upon the development conditions in villages in Indonesia. It should be admitted that the development in villages has achieved progress in both human resources development as well as environmental development in villages with various potentials owned by the villages themselves. The progress has been shown in many areas in Indonesia. On the other hand, it is undeniable that there are still many villages in Indonesia which has not achieved the same level of progress as villages that become the survey location of this research.

This condition gaps of villages in Indonesia has encouraged parties, in this case the central government especially The Coordinating Ministry of Human Development and Culture together with non-governmental parties, in this case is The Faculty of Social and Political Sciences Parahyangan Catholic University in Bandung, supported by the Friedrich-Ebert-Stiftung (FES) Indonesia Office committed to conduct research and studies based on survey in five villages in Indonesia.

Research on the topic: "Innovation to Establish Prominent and Sustainable Village " basically aims to explore good practices delivered by the villages at sectors of food security, local economy, renewable energy utilization, education, sanitation/health, information technology utilization, and democratic engagement. This research is expected to obtain a model or pattern of innovation that can later be used as an example to be applied in other villages by all means considering the potential and uniqueness of the village itself. The findings showed that the villages surveyed were not always be able to develop all sectors that can support the excellence and sustainability of the village itself. Therefore, the developing innovation delivered is expected to carefully consider the local wisdom and based on the local community in order to find the suitability and the village's identity.

This study report is only part of the plan or stages of research to be conducted. On the next stage another survey will be conducted over five more villages from several regions in Indonesia in order to provide more detailed overview and information about villages in Indonesia. This research is eventually expected to provide recommendations of strategic policy for cooperation between governmental and non-governmental parties in order to manifest superior and sustainable villages in Indonesia so as to provide an overview and more detailed information about villages in Indonesia. This research is ultimately expected to provide strategic policy recommendations for cooperation between government and non-government parties in achieving a superior

and sustainable village between government and non-government parties in achieving a superior and sustainable village.

Many thanks to the students who assisted to collect data by interviews as well as observations during a joint survey with the research team. Our gratitude goes to Dhia Kalila Rinjani, Felicia Andreany, Yosef Noferius Gea and Eka Chandra who have assisted with dedication and integrity. We also would like to thank the interviewees both the village residence and governments in Sukalaksana Village - West Java, Buluh Duri Village - North Sumatra, Nita Village - East Nusa Tenggara, Malari Village - South Sulawesi, and the Sebayon Village - West Kalimantan.

We also realize that there were many other parties who cannot be mentioned one by one who have helped to facilitate the preparation of this report. But it does not mean we forget the contribution that has been given to prepare this report. Therefore, with all humility, team of authors would like to thank profusely to all who have helped bring out this report. We apologize if there are still some shortcomings in the arrangement of this report. Hopefully, the data and information presented in this report can be useful for us all. Thank you.

Bandung, October 2017
Research Coordinator

Dr. Pius Sugeng Prasetyo



INTRODUCTION

1.1 Innovation for Prominent and Sustainable Village

Policies for improving standards of living in rural areas have been applied widely embodied in various programs. These delivered programs to a certain extent have an impact on improving the welfare of village communities. Various programs that have been implemented through government policies display an impression that there has not been a particular pattern or formula which can sustainably improve living standards of people in villages, especially in those which are classified as poor villages. The programs for village's residence welfare improvement tend to have top-down dimension therefore the footing down becomes less powerful. The poor village residence are more approached as an "object" that have to be healed from their pain instead of being encouraged for "self-healing" with the assistance of other parties.

This study is a step to explore, understand profoundly and to develop the possibility of applicative models in the form of a center of excellence as innovation receptacle which implications are directed to create the Superior and Sustainability Village. These activities focus on gaining deep understanding the government innovation process and its implications on public services quality based on best practices in several villages within several regions in Indonesia. The best practice delivered will then obtained input to formulate patterns that can be guideline or even the standard in building and developing the village into innovative village to be independent and sustainable.

Application of innovation today is no longer dominated by private sectors but has become an important concern in public sectors. Unlike private sectors which apply innovation to improve financial benefit, application of innovation in public sectors is intended to improve the quality of public services (Salge & Vera, 2012)

The study on innovation itself had been evolved over quite long time within Public Administration discipline due to the demand of public sector organizations to be able

to keep up with the dynamic of needs and requirements among the society as taxpayers (Hughes, Moore, & Kataria, 2011). Referring to the situation, it can be understood that public innovation becomes an important concept to be continuously studied and developed. Innovation delivered at village level is oriented on efforts to strengthen sectors supporting the independence and sustainability of the village. These fields include food security, health and sanitation, the local economy, education, and democratic society involvement. On the other side it is realized that innovation can only exist by the presence of driving factors such as leadership, cooperation / networks, as well as the institutionalization of the various activities and programs to maintain their sustainability.

Recently, attention to public innovation has become more prominent as the emergence of the Law of the Republic of Indonesia No. 23 Year 2014 on Regional Government. As the latest provisions on the regional administration governance, the law explicitly states that the local government can innovate based on several principles as follows:

- a. Efficiency Enhancement
- b. Effectiveness Improvements
- c. Service quality escalation
- d. No conflict of interest
- e. Oriented to the public interest
- f. Conducted openly
- g. Meet the values of decency
- h. Accountability and not for self interest (Chapter XXI, Law No. 23 Year 2014)

Through this provision, various public issues in rural areas are expected to be responded immediately. Ideas and creativity as essential components of innovation are expected to appear at the local government level without waiting for idea and direction from central government. Ultimately, improving service quality becomes a major impact expected from the practice of public sector innovation.

Focus on the application of current public innovation has even started to be focused on government at village level. Since 2015, the central government has allocated funds for the entire villages in Indonesia. When the village government has applicable ideas and creativity of innovation, the financial resources are expected to be utilized significantly to achieve various development goals. Conversely, the absence of ideas, creativity and innovation, will lead to dismay that the village fund fails to contribute significantly for society welfare.

The explained flow of thinking has led to an interest to conduct a research and study on the innovation process and its implications including innovative governance to establish "Prominent and Sustainable Village" on the basis of community. This research

and study aims to generate a proposal of national policy model by putting forward the characteristic of areas in Indonesia.

This research and study aims to:

1. Analyze the the innovation process and its implications intended to establish Prominent and Sustainable Villages
2. Analyze and determine the driving factors of innovation process that leads to manifestation of "Prominent and Sustainable Village"
3. Modelize and provide refences for supporting national policy in the village's empowerment and development to establish "Prominent and Sustainable Village".

1.2 Innovative Governance for Prominent and Sustainable Village

The concept of innovation can be understood as the creation, development, and adaptation of new ideas or behaviors (Damanpour in Salge & Vera, 2012). The process of creation, adaptation or development to this new behavior certainly has a specific purpose. This concept is confirmed by the definition of innovation stated by Peter Drucker that innovation is a step of change being made to improve the performance (Hesselbein, Goldsmith & Somerville, 2002).

Innovation in public sector has a very different logic to private sector innovation. Innovation delivered by private sector is driven by market competition (Potts and Kastle, 2010). A private organization or company continuously innovate on the basis of a competitive environment. It explains that the innovation applied in the private sector is mainly purposed as the desire to strive among the competition in order to get profit.

Unlike the logic of innovation in private sector, innovation in public sector is more driven by economic motives, namely efficiency (Potts & Kastle, 2010). Public organization or bureaucracy needs to innovate therefore various public goods and services can efficiently achieve the target. This understanding is reinforced by the characteristics of the monopoly owned by public organizations. Public organizations are organizations without competitors hence innovation is not intended to compete but provide goods and services to better public services.

In the development of public administration paradigm, the process of innovation in public sector is not only focused on the activities undertaken by public organizations but the entire stakeholders who have interest and attention to the provision of public goods and services. Paradigm of public administration Science is no longer limited towards the study of the government focusing on actors but increasingly lead to the governance study with focusing on governance and the interaction between actors (not just the government) in managing various public affairs (Frederickson, 1997). The shifting of

science paradigm in public administration explains of the direction of public study which is actually emphasized on innovation in governance (Hartley, 2005).

The discussion on the next government innovation has been expanded into orientation on creating innovative governance which fundamentally appears with the presence of new wider form of engagement among actors in governance such as citizens and democratic institutions (Hartley, 2005). The involvement of more actors besides the government is expected to bolster the capabilities of innovations that later leads to the innovation activity. When capabilities and innovation activities have been created, it will ultimately create an impact on performance (Hughes, Moore, & Kataria, 2011).

Through the literature study, innovative governance can be established when there are several aspects as follows:

a. Collaboration

Collaboration or active involvement of various actors in a governmental system has become one of the important things to deliver innovation. Ideas as initial innovation require the involvement of broader actors than role of government. The emergence of innovation also requires the efforts to facilitate from various parties who have the capacity for overcoming public issues.

b. Leadership

Leadership becomes an important asset in efforts to create innovation. Leadership can encourage the creation of ideas and innovation, but on the other hand it can be a challenge. Delivering innovative governance requires leadership which open to new ideas and new ways to solve the problems. Leadership in this case not only covers formal one, but also informal leadership that often provide constructive impact in the community development process.

c. Institutionalization

Innovations that have been formed are often unsustainable. Culture that shows openness to new ideas for solving community problems are also often halted due to lack of institutional support. At this stage, the process of institutionalization is required to ensure the sustainability and development of innovations that have been initiated. Institutionalization process can be done in a variety of efforts such as the establishment of the organization, the establishment of new rules, and more established management systems.

d. Local Values

Democracy and participation is the basis of innovation initiated by the local government. Referring to that idea, attention and accommodation towards the values of local communities is required in designing the innovation. Accommodations of local values can ensure the sustainability of the innovation process since people have an engagement and a sense of belonging upon the innovations that have been formulated together.

1.3 Basic Aspects of Developing Prominent And Sustainable Village

A village is often identified as disadvantage regions. Development in some basic aspects such as education, health and economy has even gone slowly. This Femonena occur due to various factors such as limited infrastructure, tendency of low human resource capacity and the community economic activities which produces relatively low value added. It is also driven by the mindset of village communities which tends to conduct urbanisation in order to improve their welfare. The village has been increasingly becoming underdeveloped because the younger generation who supposed to build the local economy otherwise absorbed by the economic activity in the city.

Urbanization and rapid development in the city then cause greater gap between rural and urban areas. People's basic needs such as education and health care are no longer a problem in urban areas. The rapid economic growth in the city and even emerge new middle society class who experience increasing purchasing power and level of formal education. It has implication to the increasing consumption level of the urban society.

The issue of the development gap between urban and rural areas then led to a concept of village development frequently called as Prominent and Sustainable Village. Fundamentally, Prominent and Sustainable Village is a concept of village development approached by city's development and at the same time retains identity and values held by the village's community (Heap, 2015). One approach that can be used in village development is the utilization of technology applications. Through technology, various development constraints appeared such as lack of information, society knowledge and infrastructure can be overcome.

From the explanation it is understood that the emergence of the concept of Prominent and Sustainable Village is actually focused on preventive activities towards various problem in village development one of which is by the utilization of appropriate technology. The underlying thought is that the problems in city development are not always the same as problems in village development. Therefore various village potentials including local wisdom will the strength of the community themselves to build and develop their potentials.

Referring to the concept of Prominent and Sustainable Village, there are five basic orientations in dealing with development problems in the village (Heap, 2015), namely:

1) Food Security

Although commonly positioned as the production area of various food commodities, the problem of nutritional adequacy remains a major problem in villages. This certainly needs attention since the nutritional adequacy problems may have implication on the low level of public health. The malnutrition problems need to be handled by the utilization of technology directed to maintaining food security in the village.

2) Democratic Engagement (Democratic Engagement)

Democratic society engagement needs to be established to ensure the sustainability of development efforts. Forms of democratic engagement can be initiated by increasing the role of civil society organizations and various other participation media.

3) Health and Welfare

Development of health and sanitation which is the society's basic needs is still often dealing with many obstacles. Infrastructure, economic capabilities up to community mindset are still being several challenging factors in establishing public health. These challenges can be facilitated by using technology in order to provide public health services more effectively and efficiently. Public health created will then become important capital in manifesting better welfare and life quality.

4) Education

Public education continues to be the government's concern and priority of. Nevertheless, it is worth the effort aimed at improving public education. Education is certainly not only limited on formal but also applying non-formal educational format such as "Rumah Belajar" (House of Education) in accordance with the needs of the local community. In this case technology can also be utilized to reach people in outside areas which have limited educational facilities. Technology can contribute as far as possible to improve public access to information and knowledge in order to improve the skills and quality of the community.

5) Local Business

Business activities aimed to improve the community economy needs to be managed collectively. It needs to be applied to increase the value added and competitiveness of goods and services produced by the local community. The potentials of small and medium enterprises (SMEs) that have already existed in the community need to be

facilitated for their growth and sustainability. Utilization of appropriate technology should be applied for accelerating leverage for unit of public economy development.

6) Technological Information

Utilization of technology specifically in information field is indeed important to accelerate the aiming of villages' development goals. Applying technological information might be refereed as digitalization process of village development which could be implemented according to civilians' capacity and requirement. All efforts to manifest the Prominent and Sustainable Village should be centered on community based with the intention of sustaining the process of development. To be able to take advantage and create the appropriate technology in a wide range of development activities, an innovative local administration (innovative governance) is required.

7) Renewable Energy

Crisis of energy is an unavoidable challenge for developed and developing countries as well as in the village areas. However, a village could disentangle the problem of energy decieny by taking advantages from renewable energy sources. The renewable energy sources are relative easy to find because their spots are quite spreaded in many geographical areas. Some examples of renewable energy are sun, wind, water and biomass energy (from animal waste and crop residues). The potency of renewable energy could be processed in a relative short period of time and it also has less pollution compares to fossil energy of the earth. In this manner, the renewable energy might be the solution of electricity and gasses shortages in villages.

1.4 The Concept Framework of Developing Prominent and Sustainable Village

Based on conceptual explanation that has been presented, it is understood that the concept of Prominent and Sustainable Village focuses on the technology utulization to overcome various social problems. Technology utilization can also accelerate the achievement of develompent objective in village community. This concept can be considered as technologizing on development process at village level. Nevertheless, technology utilization applied in village should be conformed with the capacity and needs of society. Any effort intended to achieve Prominent and sustainable village has to be centered on society empowerment so that the development process can run sustainably.

Conceptually, the model that will be developed is initiated from the process of identifying problems and needs of the people in the village. Simultaneously, it is along with exploring the potential of village's resources and the profoundly understanding the philosophical values and local wisdom that have grown and developed in the village.

Then it is studied and processed in a unit that serves as a “Center of Excellence” which emphasizes more on innovation in order to develop a various dimensional aspect owned by villages. This process is accompanied by a leadership and collaboration among the various stakeholders. The result is then developed on the basis of the village communities to produce Prominent and Sustainable Village oriented on sustainable food security, democratic engagement, health and sanitation, education, local businesses and renewable energy. It will synergistically support the manifestation of the vision of the Coordinating Ministry of Human and Cultural Development that is inclusive human development.

The elaborated process flow can simply illustrated by illustrated by the following figure:

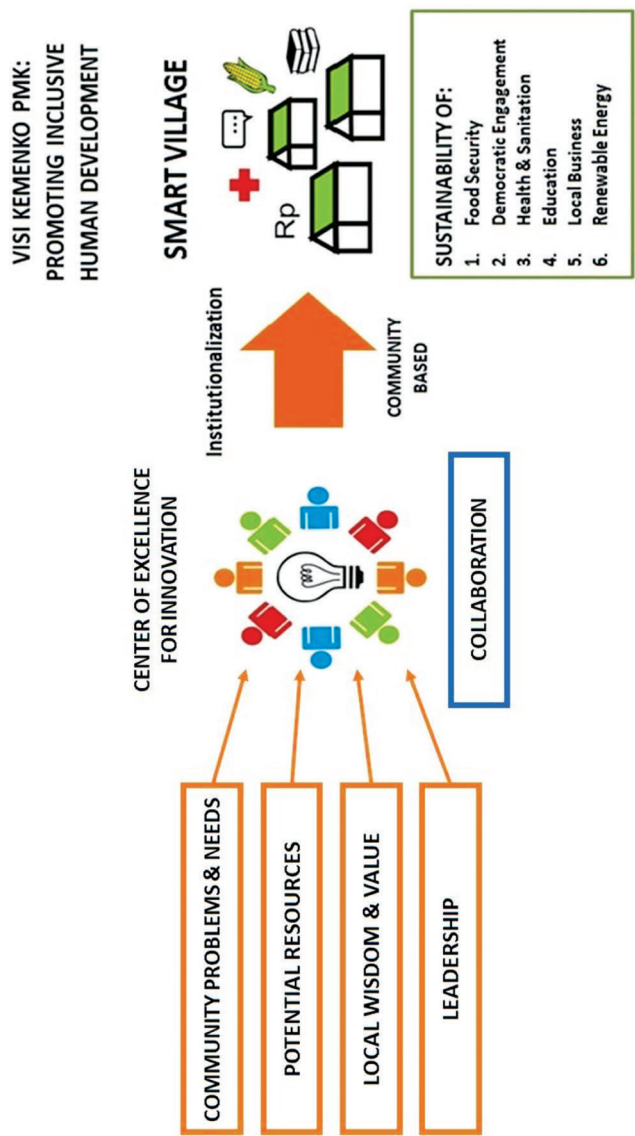


Figure 1.1
Village Development
Model through
Innovation to
Achieve Superior
Village (Prominent)
and Sustainability
(Sustainable)



INNOVATION AND GOOD PRACTICE VILLAGE SUKALAKSANA

Pius Sugeng Prasetyo

2.1 Overview of the Village

Sukalaksana village is located in the Regency of Samarang, Garut, with an area of 203,426 ha. The population registered according to census data in 2014 is 4,476 people, consists of 2,235 males and 2,241 females, with 1,228 households spread over two villages and subdivided into 7 Community Associations (RW) and 25 neighbourhood Associations (RT).

The hilly location of Sukalaksana village leads to difficulties in clean water access for many areas, besides areas having sufficient water resources. Areas which are most difficult to get clean water for daily needs are: RW 01, 02, 03 and RW 07 because the topographic regions situated on high hills. Sukalaksana Village is one of the villages categorized as “Golden Village” of 20 villages at provincial level and has become the representative of three selected villages in regency / city of Garut, two other villages are Mandalakasih Village and Cikandang Village.

The designation of village Sukalaksana to be one of the three (3) selected villages throughout the regency / city of Garut certainly has particular reasons, which are the



Figure 2.1
The Beauty of
Sukalaksana Village

excellence in the field of tourism so called as “Village Tour” and also in the field of agriculture (vegetables agriculture). This village can also be considered experiencing a very significant progress very compared to its conditions in previous years. The development can be seen from the conditions of social, economic, and physical infrastructure that can eventually bring Sukalaksana village to the 1st winner in village competition at Garut regency level, and the runner up at level of West Java Province.

Progress towards the development happened in Sukalaksana Village by all means involves many parties both internal parties, namely the village community and officials, and external parties both from government and non-government, including college. This case also shows a lot of efforts to establish innovative development collaborated with various parties. The village government of Sukalaksana also utilizes the results of comparative studies to several villages to be used as input of practical knowledge that is applicable in the Sukalaksana Village. Some innovative progress which will be reported on the research results includes the sectors of sanitation/health services, especially in the provision and management of drinking water, as well as local economic development (rural). The two areas are in fact have extendedly positive implications upon aspects of social, economic, and environmentally in sustainable manner.

2.2 Village Innovations

The research reveals that Sulaksana Village has a various potential that has been developed and can be improved for the future. The practice run by the government and communities of Sukalaksana Village shows the existence of innovations conducted in developing its potentials. The facts also show that the innovations made have led to positive impact in many aspects of the village community’s life. Innovation committed in the Sukalaksana Village has real impact on: clean water management, and the Tourism Village. To understand the innovation made in the village we can use workflow concepts as below:

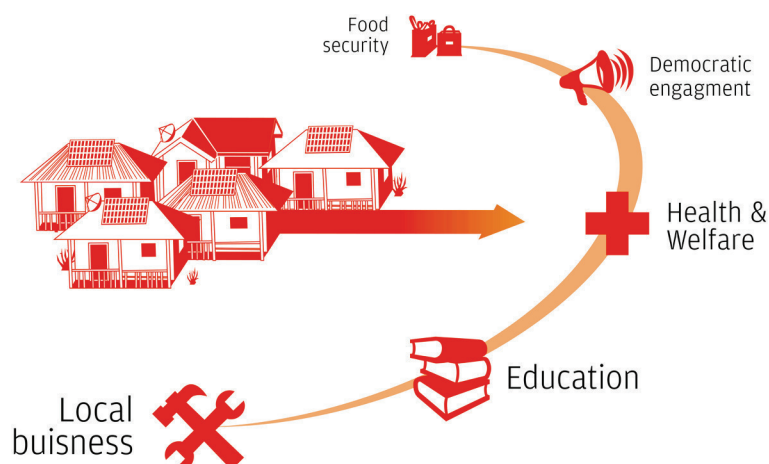


Figure 2.2
Village Innovation Flow

The model above attempts to emphasize that village innovation supporting the village sustainability at least can be conducted on some aspects such as: food security, renewable energy, local economic development, education, sanitation / health, and democratic engagement. The research in Sukalaksana Village, could not find improvement in all development aspects. However, the development in water management and tourism village may ultimately have positives impact upon other aspects. The following description will describe the innovations made in the village Sukalaksana.

2.3 Water Supply

The most notable innovation that has been done by the village Sukalaksana is distribution of abundant water. Water distribution is managed of by the Badan Pengelola Sarana Penyedia Air Minum dan Sanitasi (Water Supply and Sanitation Agency) - BP SPAM - "Karya Laksana". Sukalaksana Village is one of 82 villages within the territory of Garut Regency implementing National Program of Penyediaan Air Minum dan Sanitasi Berbasis Masyarakat (PAMSIMAS). In 2012 the village Sukalaksana accepted aid from the National Rural Water Supply and Sanitation Project Based on Community (PAMSIMAS), allocated to hamlet I, RW 01, RW 02 and RW 07. This innovation can contribute to the village income around 8 million Rupiah to 10 million Rupiah per month, with the number of users about 500. To get this water distribution, each house must pay the installation cost of 500 thousand Rupiah, including piping and water meter installation

Fulfillment of the water needs in three Community Associations (Rukun Warga - RW) has driven the service development by the management team to other areas, namely Community Association 03, 04, 05 and 06, or in other words they have managed to meet the need for clean water supply almost equally to all regions in the Sukalaksana Village. Before the National Program PAMSIMAS rolled out, some residents of the Sukalaksana obtained water from wells, river water nearby the village the village, and spring located far away from the residence and has less health element. Thus, many of the residents often suffer from various diseases, such as diarrhea, dermal infection, etc. This is also due to the lack of sanitation facilities (bath, wash, and toilet) and the residents' behavior who do the indiscriminate disposal of household waste, especially dirt that is still often disposed into the river or ponds.

Before the advent of this innovation, the water distribution to each household used system which was called "Flukes System ", that was the water distribution to houses from a provided source location. This system only gave access to those who could provide their own equipment (pipes / hoses) to get water, besides it could not control the quantity / volume of water flowing so it was wasted without water meter and more adequate equipment. After conducting evaluation and found that this system was not effective, then they switched to a new, more orderly and sustainable system through management by PAMSIMAS, however there is still a small part of society who is still using the old "worm system ".



Figure 2.3
Water Distribution
System (Flukes System)

The idea or notion of innovation in the provision of drinking water arises from anxiety village apparatus to seek solutions to the utilization of water resources available, therefore the comparative study by apparatus of Sukalaksana Village to Central Java, precisely in Yogyakarta has resulted idea or inspiration to design better water distribution systems. This idea was later discussed in Village Development Plan Deliberation (Musrenbangdes) and approved by most of the village residents.

Impacts arisen after the implementation of innovative in water distribution are very good for the society development. The most impact is on the rise in the public health level. Besides clean water is more equally distributed, villagers are also equipped with knowledge about “Open Defecation Free” or ODH that delivers an understanding of the importance of not disposing dirt carelessly. Another effect is the emergence of resident awareness that every house should have their own sanitation facilities (shower, wash, and toilet), this matter is also one of the requirements that must be met if they want to get access to water distribution.

2.4 Program Objectives PAMSIMAS

- 1) Increase the number of village residents who can access clean water and sanitation services sustainably, from the previous underserved and low-income communities in rural areas and peri-urban population.
- 2) Improve the implementation of value and behavior of hygiene and healthy life in order to achieve the MDGs’ target (Millennium Development Goals), especially water and sanitation sector, through the expansion of community-based development approach.

From those objectives, it can be seen that the program has achieved the targets as shown by data research namely:

- 1) Fulfillment of the clean water availability for the community in accordance with the targets that have been planned (for the needs of communities in Sukalaksana Village), even has been able to expand to other regions outside the village.
- 2) Total utilization of clean water before the program PAMSIMAS was 456 families (1695 persons) / 39.83%, and has been increased to 743 families (2,762 people) / 65%.
- 3) Target of beneficiaries accessing to Improved Clean Water Facility at 402 families (1495 persons) / 25.07%.
- 4) Practising a more hygiene and healthy lifestyle or culture among the community with their improved sanitation.
- 5) Total access and sanitary conditions qualified before their PAMSIMAS was at 174 families (647 people) / 15.20%, and after the implementation of the PAMSIMAS project the owners / users latrines increased to 612 families (2275 persons) / 53%.
- 6) Access to sanitation is increasing to 38.25%, with a total 14 houses own permanent latrines, 580 houses have semi-permanent latrines, and sharing latrines at 18 households.

2.5 Management System

- 1) The establishment of Board Management of Water Supply and Sanitation Facility (BPSPAMS), consisting of various elements of the community based on the deliberation results, on 21 September 2012 named "Karya Laksana" authorized by Decree of Village Head No. 141.1 / 02 / SK / 2012.
- 2) BP-SPAMS main task is to perform maintenance and preservation of the results of program aid.
- 3) To support the maintenance and preservation of clean water facilities already built, then set Sukalaksana Village Regulations No. 04 of 2012 Concerning the SR Installation Rate and Monthly Fee of Clean Water Usage By Consumer Society.

Assets of BP-Spams "Karya Laksana" include two (2) units Broncapturing, two (2) units Reservoir, 6,570 m Pipes, ten (10) units General Taps, 1 (one) unit School latrine, 18 (eighteen) units' washbasins, three (3) units Garbage Containers. Recently, House Connections are 388 and 23 social connections. Technic of usage data collection is done

by the officials monthly. While the monthly payment is calculated based on the amount of water consumption referring to the water meter, and paid directly to the secretariat officials. In accordance with Rule Village No. 04 In 2012, the amount of the basic rate of clean water usage is defined as follows:

Rates installation Rp. 500.000, - (five hundred thousand rupiah)

Usage Cost per-M3 = Rp. 750, - per house connection and social connections = Rp. 500, plus monthly fix cost Rp. 3000, - / month.

Fine of overdue payment at Rp. 3.000,- (if the monthly bill is paid after date of 20) and if within 3 consecutive months does not make payments then the connection will automatically be disconnected, and for re-connection will be charged Rp. 200.000, -



Figure 2.4
Water Distribution Using
Sump



Figure 2.5
Water Distribution Using
Water Meter

Figure 2.6
Volume of Water
Flow into Customer's
Residential



2.6 Administrators of BP Management - SPAMS Management Board of Water Supply and Sanitation Facility) Karya Laksana

Organizational structure of BP-Spams Karya Laksana is as following::

Person in charge	: Village head
Chairman	: Masrun Supriadi
Secretary	: Okim Sodikin
Treasurer	: Siti Julaeha
Staff	: Siti Nuraeni
UP Engineering	: Iyan Sujana, Ahmad Sopandi, Dede Pia, Tute Rohidin
UP Health	: Ente, Wiwi, Lisna, Ani Budiani.

An important thing to note here is that innovation in the provision of clean water that can be consumed for drinking water is indeed a phenomenal thing in the Sukalaksana Village. There is a change from “traditional” pattern into more “modern” pattern, in this case is a change of use water from the water source previously distributed using plastic/rubber hose personally into of the pattern in which the use clean water is managed institutionally equipped with piping water systems as well as water meter to measure the amount of water used by households. Changes in the way of using clean water are of absolutely not easy to do.

The observations and information collected during the research shows that these changes are determined by the leadership of the village head, supported by apparatus such as village secretary who can cooperate synergistically. Leadership here means the leaders in the village have democratic leadership style where they are really trying to interpret and manage the citizen’s needs, especially matters related to the need for consumable. This new way of managing the needs certainly requires a change in perspective and behavior of the village residents which has previously been patterned.

Perspective of the village residents is also directed to awareness towards social and economic dimension of water. Socially that the water derives from the same water source needed by many people thus it should be utilized wisely and should take into account that other residents also need it. Economical dimensions of water management show that when the water supply is managed institutionally, it will provide beneficial economic effect to the village itself. In this case the management of water supply with the patronized system is certainly beneficial for both the citizens to ensure the continuity in consuming clean water although they have to pay monthly fee as well as the village government who obtain revenue from the monthly dues.

It ultimately becomes an innovation in changing the utilization and management of improved water and finally culminate in ensuring the sustainability of clean water fulfillment for the village residents. Moreover, the change from this innovation eventually delivers positive impact upon the health of the village residents as for accessing the clean water, residents have to make septic tank first so that the village is also included in the category of Open Defecation Free - ODF therefore it can increasingly ensure healthy environment and lifestyle.

In terms of management, the existence of an innovation is also shown in this case the implementation of the institutional system in the management of clean water. It indicates that the village government recognizes that it is necessary to apply organizing of management already developed resources. This organizing will certainly ensures accountability aspect in management, as well as to ensure sustainability in clean water management. Especially when the management have delivered economic implications which is provide the village revenue, then accountability aspects of financial management can only be guaranteed when there is an organizing supported by clear structure, functions, and duties of each person residing in the organizing system.

2.7 Local Economic Development

Another prominent aspect from Sukalaksana Village to support the village and community sustainability in economic sector is displayed from the production economic activities conducted by the residents. Agricultural is one of the mainstay sectors. Natural potentials in the Sukalaksana Village shows many of the agricultural land was planted with vegetables such as caisim (chinese cabbage), broccoli, tomatoes that are daily managed productively and the produces are sold to other regions. These agricultural activities are clearly visible from morning until late afternoon when the village's farmers begin to plant, grow and harvest the vegetables. The view of crops which are then transported by freight cars such as trucks which are milling around during the harvest seasons, has enliven the village agricultural economic activities.

Caisim plant is indeed prominent produce in Sukalaksana Village due to the relatively short growing span which only takes only about one month. Since the land conditions

in the Sukalaksana Village is suitable for vegetable farming, the of the agricultural economic activities is developed in this village. Majority of the village residents are farmers and mostly they grow caisim. Some of them work at their own land, but mostly work at other people's land. For those who work at other people's land generally earn Rp. 20,000 (twenty thousand rupiah) / day for working from morning 7:30 AM until 12:00 PM.

Agricultural activities particularly related to vegetable crops in most of the agricultural land in the village shows that the economic sustainability of agriculture can be maintained. This matter will certainly be able to support both economy aspects of the village communities as well as of food security aspects which is basically a pillar that can ensure village sustainability in term that the residents can ensure themselves especially on the food availability. Nevertheless, it should also be observed that the agricultural economic activities in Sukalaksana Village, as well as other villages, are still highly relied on market mechanism which is dominated by external economic agents in this case are the middlemen.



Figure 2.7
Caisim Vegetable Farmer



Figure 2.8
Fertilization

Price of the produce bought from the village's farmers is determined by external buyers. In other words, farmers have no bargaining power (bargaining position) in pricing of agricultural produce. Therefore, it is not surprising that price could fall at any time hence they frequently decide not to harvest the crops, because the cost of harvesting is much more expensive than the revenue from they will get from it. However, up to present time the agricultural sector is considered to contribute very significantly upon the sustainability of the village economy.

Village economy is also supported by domestic economic activities such as, blacksmiths, food and bags home industries. From the observation of the domestic economic activities are including:

1) Wajid and Rengginang Home Industry

Wajid and Rengginang are made by Mrs. Apong and family. In making wajid, the main ingredient is black sticky rice. The producing problem is that the ingredient happens to be not easily available in the Sukalaksana Village and because of the limited availability, the main ingredient is sold at high price. Until now, there have been three (3) employees assisting with the wages of Rp. 25.000, - / day, plus free meals. They work from 9:00 am until 2:00 pm.

Average Monthly sales reached the amount of 5 quintals sold at Rp. 20,000, - to Rp. 25.000, -. The wajid is fairly qualified, and can last up to 3 weeks. The product selling has no obstacle at all because the consumer usually come to place an order. The scope of this business is still within family scale, and becomes asset of the family themselves, and will be continued by their offsprings. In general, the business in the village Sukalaksana is the business owned by families who have the capital and skill then hire young people who do not go to school in the village.



Figure 2.9
Wajid and Rengginang
Home Industry

Contributions from the government was negligible, even the Activity Management Unit – Community Empowerment National Program (UPK – PNPM) received is not considered as part of the government, this is caused by lack of socialization of the government on given program. The interesting thing in the UPK membership is system of *"tanggung renteng –tanggung baut"*, which means if there is one person of the registered members do not follow the rules established it will impact the others. For example, if one of the member does not doing payment obligations, then the member shall be given hard enough social sanctions, namely to be excommunicated.

The sanctions adopted have been previously agreed by all members involved at the time of deliberation.

2) Craftsmen Bags that Can Transformed into Shoe Rack

Mrs. Ani is one of the residents who run this business. The production of the bag that can function as a shoe rack has been running for about 2 years. Production Targeted is 60 pieces each day. There are 5 employees, who work from 07.30 a.m until 17.00 p.m. every day with no day off, unless there is an event that can not be abandoned. Wages is calculated based on the number of products (bags) made, they are paid Rp 5.000 to Rp 6,000 for each product made. There are two ctegories of bags made, large and small. Large bags are sold at Rp 60,000, - and that little ones are sold at Rp 50,000, -. (Interview with Ani, the business owner, December 10, 2016)

Employees working there are mostly young people who have dropped out from school, and had previously been trained to be able to work. So most of the young people are employed, they choose working on the available business

Up to present, there is no assistance from the government to develop the business. But it did not make an obstacle to run the business, instead they are keep productive and independent. No difficulty in marketing, because there usually a lot of customers come



Figure 2.10
Home Industry of Shoe
Rack Bags



Figure 2.11
Shoe Rack Bags Products

to the business and ask for production cooperation. The system adopted is outright sale, or an all-cash payment. They do not apply any term of payment or in installment system. A lot of orders come from Bandung and other cities, even from Sumatra.

3) Blacksmiths (Brand IKIN)

Blacksmith is a hereditary business from some families, therefore the quality is guaranteed and the product is very well known among village residents, as well as residents of other villages and even from out of town. The residents also have a very strong trust to purchase and use products made by local people rather than from outside the village.

The present biggest obstacle is the lack of technical support and equipment from the government. The equipment used is still very traditional and very prone to accidents. There are 2 employees who assist the process, who are paid Rp 80,000 to Rp 100,000, for every working day, from 5:30 a.m. until 1 p.m. The product is made by order, therefore the working days are based on the number of order. Another constraint is that the process requires three people at the same time, so it cannot be done with the absence of any one of them.

Products made by the blacksmith - IKIN are like a hoe sold at Rp 400,000, - to Rp 500,000, -; machetes sold at Rp 200,000, - to Rp 250,000; cleavers sold at Rp 250,000, -, and various other products according to customer's requirements. IKIN brand has been chosen by the village residents and consumers from out of town because the quality meets the customer expectation. The more frequent the product is used, the sharper it will be, unlike the imported products which have lower quality and even more blunt with more frequent usage. With this quality, citizens and consumers are very

confident to buy the products made by this blacksmith. (Interview with Children Pak Ikin, December 10, 2016)

Furthermore, a smelter is mostly expected in this business in order to stop using charcoal because it can damage the environment. The unavailability of this equipment becomes one of the obstacles for the blacksmith's business development. Other equipment that must be provided is security device, the production process have been done without any safety devices for employees and minor accidents have been frequently happen to employees.

4) Tourism Village

Another potential that has been being developed by Village Sukalaksana is innovation to the concept of "Tourism Village". This village has been listed as the "Tourism Village" since 2009. With potentials in vegetables agriculture, various types of handicraft, fighting sheep breeding, food products, as well as blacksmith. The idea or notion to make Sukalaksana Village as one of the Tourism Villages in Indonesia came from village apparatus who carry out the citizens mandate, This idea was based on a comparative study previously conducted in Sleman, Yogyakarta. The idea was then discussed with the residents and agreed to be followed up. All of these potentials was directed to be media of learning, entertainment, and regular income for workers. Thus the concept of the tourism village has eventually become a strategy to strengthen the village economy sector. (Interview with Wijiono, former secretary and former official chief of Sukalaksana Village, 8 December 2016).

At the early stages of socialization, the Sukalaksana Tourism Village innovation was not welcomed by the village residents, or in the other word this innovation drew less interest because the residents commonly thought instantly, they were not interested in uncertain things. Nevertheless, after being able to elicit trust, this idea can finally run well. This Tourism Village do not receive any financial aids for its operational from any



Figure 2.12
Ciburial Hut, Tourism
Village Location



Figure 2.13
Guest of Australia
Immersion Program

party, but the infrastructure development of Village Tourism has been initially assisted by the CSR - Chevron since 2009 until present, this aid is not given annually, or in the other words it is received only at certain times. Chevron also helped by cooperate with an NGO - Pupuk to provide training for the Tourism Village manager. The Village apparatus are not interested in asking for government assistance since this tourism village has been built on the basis of community even though it has also been supported by other parties by utilizing CSR funds.

Utilization of this CSR funds has ultimately been implicated in other aspects, that is the establishment of cooperation network with external parties. This partnership and CSR is certainly a step forward and a particular pride for the village residents and apparatus, although it is also important to recognize that any cooperation will lead a challenge for authorities and residents to improve the service quality. (Interview with Oban, Sukalaksana Village Head, 9 December 2016).

Until present there are eight officials who registered as administrators of Tourism Village in Sukalaksana. Wages are paid irregularly, only if there are guests visiting. To improve service ability, the administrators have been trained through one comparative study, the next technical trainings have been assisted by NGOs - Pupuk which is also a partner of Chevron.

The development of Tourism Village also leads to education and entertainment by putting forward the traditional life, for example, by introducing the game “kabarulem” which has become an icon within each session or package offered to visitors. The presence of innovation in Tourism Village has positive impact, besides increasing economic power, it also preserves culture that was previously threatened to disappear. For example, a martial culture “silat”, which had previously been one of the compulsory attractions at any events or celebrations in the village, but then slowly started to



Figure 2.14
Immersion Program at
Saung Ciburial

disappear because being replaced by dangdut music which is performed at the village events or celebration. But “silat” back into the attraction center after the presence of the Tourism Village innovation which can be enjoyed by visitors.

Other innovations being conducted is the “ Cultures Festival ” by holding *liwetan* (having meals together) involving 1,000 participants, another innovation that is being worked on includes the development of lodging facility, children playground, husbandry of Garut breed sheep, muddy futsal, as well as the development of aroma therapy soaps “akar wangi”, these things are planned to become new icon of Sukalaksana Village by cooperating hotels in Bandung.

Administratively there are 13 villages that become tourism villages in Garut Regency, 12 of them registered and received funding from the Department of Culture, while the Village Sukalaksana has not registered in the Department of Culture and therefore they do not receive funding, despite the fact that Village Sukalaksana is a mainstay of Tourism Village in Garut.

2.8 Conclusions and Recommendations for Further Steps

1. Leadership: The research found that the best practices in development of Sukalaksana village related to either water management issues or tourism village was initiated from the creative ideas of the village head to invite people from outside the village to visit Sukalaksana Village. Therefore the decision taken is to develop the village into a tourism village. This idea was later on followed up with comparative study to several villages in Central Java and Jogjakarta. Such comparative studies certainly arose inspiration that can be foundation to innovative action taken it in Sukalaksana Village. It was followed up by determining location which the decided to choose Saung Ciburial as the center of the village tourism activities where there is a spring that never stop watering. That is why this place is believed to be able to give a

blessing and a benefit for the residents if this place is developed into a tourist area. Similarly, clean water management which was basically begun with creative ideas from the village leaders to introduce and change patterns of clean water usage from a traditional system to a more advanced system and contribute economic benefit for the village itself.

Leadership practiced in Sukalaksana Village has obviously been a fundamental factor in the development of tourism village as well as clean water management initiated with creative ideas of the village head that was also supported by other village apparatus and residents. It should be emphasized that leadership is a crucial factor in the village development. Visionary leader determines the direction of village development. Another fundamental and inherent aspect within a leader is integrity which is defined as a trustful and honest leader. The bravery owned by the government of Sukalaksana Village was demonstrated through the initiation of anti-corruption declaration by signing Integrity Pact which was eventually followed by all villages in Samarang District and witnessed by the head of Garut Regency and District in December 2015.

2. Public Participation: Another essential thing that should be noted is the aspect of community involvement in delivering village innovation. It is shown from the residents' response to give up their private land to utilize as location of tourism village "Saung Ciburial". As we know that land occupied as the center of village tourism is paddy field or land of the residents. The residents' Contributions are very high, they even donated an area of approximately two hectares to be used as tourism village. Revenue obtained from the Tourism Village innovation is mostly used to build infrastructure as well as to deliver social activities such as help the poor or sick residents. The residents volunteered to lend their land to the village to be developed into a tourism area, supported by an agreement to create a profit-sharing scheme from the management of tourism activities in the area. Participation of citizens as a form of involvement in supporting the activities of this tourism village has also been reflected in preparing refreshment for visitors at Saung Ciburial as the center for tourism activities. (Interview with Oban, the Sukalaksana Village Head, 9 December 2016).
3. Social capital such as integrity and credibility owned by the village leaders, in this case are the village head and secretary, eventually have implications to the high level of public confidence which is demonstrated by involvement and cooperation of the community in various village development programs. In developing tourism village and water management, the community indeed take significant part in manifesting the dream of making the village into a tourism village and fulfilling clean water which can be assured for its quality and sustainable supply. Social capital was also shown its concrete form when the residents gave up their land to be used as a tourism area without having to take into account the aspect of advantages and disadvantages.

Mutual cooperation which is a form of social capital was also displayed when the village government attempted to equalize the residents' participation in supporting tourism area "Kampung Ciburial" by consecutively provide the opportunity for females in every community association to provide refreshment for the visitors at that place.

4. Organizing: The innovation activities undertaken by the government and residents of Sukalaksana Village basically never let to become undirected activities, instead it is organized in an institution or unit created to manage it so that the innovations can contribute a constructive impact for improvement of the residents' welfare. It is known that the management of clean water and the village tourism area administered by the village-owned enterprises (BUMDes). This unit can also eventually serve as a driving unit for other businesses that represent the village potential that can be developed.
5. Collaboration: Collaboration of the government, village residents and external parties has ultimately become the defining factor of the village's successful development. The village government and residents are well aware that the development can increasingly be accelerated with the existence of external support, in this case is corporations that provide CSR funds to support the development process as well as other engagements such as non-governmental organizations and universities will certainly give reinforcement to the government and society in manifesting its vision. This kind of Collaboration is ultimately expected to be increasingly enable to ensure the village sustainability in improving its community welfare.



RELYING HOPE ON NATURE: INNOVATION OF BULUH DURI VILLAGE IN CREATING DEVELOPMENT

Tutik Rachmawati

3.1 Overview, Challenges and Problems Buluh Duri Village

Buluh Duri village is located in the Sipispis Sub-District, Bedagai Serdang Regency, North Sumatra. This village is one of thousands of other villages in Indonesia which lies within or adjacent with land area of State-Owned Enterprise (BUMN) Gunung Pamela PTPN III. The following is a general overview of the Sipispis Sub-District where Buluh Duri Village is located. Geographically, Sipispis Sub-District is located in lengthwise position from north to south covering an area of + 222.60 km² with boundaries as follows:

North side is bordering with the Tebing Tinggi Sub-District

South side is bordering with Dolok Batu Nanggar Sub-District (Simalungun Regency)

East is bordering with Dolok Merawan Sub-District

West is bordering with Raya Kahean Sub-District (Simalungun Regency)

Generally, Sipispis Sub-District is classified as plateau with hilly land contour and located at the foothills of Mountains Barisan with an average altitude at 400-450 meters above sea level. Territorially in this district we can find a mountain called Mount Simbolon II and several pieces of large and small rivers and the most famous are the of Bah Bolon River and Padang River which are known under one name called Padang River which upstreams in Simalungun Regency and disembogues at Sumatra Strait after flowing through the Tebing Tinggi and Bandar Khalifah Sub-District. BahBolon River flows along side of Buluh Duri village and is considered as the only natural potential possessed by Buluh Duri Village. Traditionally, Bah Bolon River is utilized as a source of water and Mines Material C (sand and stone). Currently the two rivers have been being developed as a tourist spot.

As part of the Sipispis Sub-District, then in Buluh Duri Village, since the colonial times, plain lands that are suitable for agriculture had been controlled by the Dutch and made into Ordeneming/Plantation while the land owned/controlled by the local

residents in general are areas located on the outskirts of plantations, sloping soils which are generally poor. Since the Independence Day, the lands which had previously been controlled by the Dutch were later on acquired by the Country and managed by SOE named PT Perkebunan. As previously mentioned that PT Perkebunan operated in Buluh Duri named PT Perkebunan Gunung Pamela. Land management in Sipispis are as following:

PT. Perkebunan Gunung Pamela and Gunung Monaco with a number of area 4.322 Ha
PT. Good Year Naga Raja: 2.486 Ha
Community owned Rubber Plantation: 204 Ha
Community owned Palm Plantation: 9.618 Ha
Rain Paddy Field: 511 Ha
Irrigated Paddy field: 204 Ha
Housing, Road, Football Field, Etc. Cemetery: 747 Ha
Conservation Forest: 2.670 Ha

In Sipispis Sub-District, there are 20 villages which are divided into several types, namely:

Cultivation/Public Plantation Village = 14 villages
SOE Plantations Village = 4 villages
Foreign Private Plantation Village = 2 villages

With the village grouping according to the type, and based on the explanations Buluh Duri Village Head, Buluh Duri Village is not pure SOEs Plantation Village (Mixed Plantations Village) because 30% of the area in that village does not belong to SOE PTPN III Gunung Pamela. Based on the data, 1900 hectares are controlled by PTPN III Gunung Pamela. Since the Plantation Village is not a pure SOE, then the residents are mostly laborers / employees at the plantation and only few of them who own plantation land are farmers or work at their own plantation.

Buluh Duri Village consists of seven hamlets with a population of 3,500 people and most of them are at productive age with average educational level at Senior High School. This is certainly an ordinary thing in accordance that half of 3,915 population are employees at SOE PTPN III Gunung Pamela and most of the other half are mostly retired from PTPN III. The residents who are employees of PTPN III usually have good economic conditions as they receive monthly rice allowance at 43 kg (for a married couple with three children), the basic salary according to UMR ie 1.9 million per month, educational allowance for their children (college student at Rp300.000 per month, Senior High School at Rp.250.000/month, and Junior High Scholl at Rp 200.000). Their take home pay can reach Rp.3.2 million if they do not have loan payment obligation. This take-home payment will be reduced by the loan payment obligation, while the debt was made to the bank for consumptive purposes. In this case, Buluh Duri Village Head

is still communicating with the authorities of PTPN III to slightly complicate the bank loan process so that villagers Buluh Duri who was also an employee of PTPN III can have better control in managing their own financial. The bank loan will put the employees who do not have side income into difficult situation. For the residents who have retired from the PTPN III and only get pension of 500,000 per month it is not surprising if they ask for Raskin (Rice aids from the government for the Poor) although their status is retired employees of SOE. We can find many poor households in Buluh Duri even they are retired from PTPN III, and even though they have a very good and livable house they still ask for Raskin.

Below is the demographics aspect of Buluh Duri Village

Table 3.1 Demographics of Buluh Duri Village

Description	Amount
Total Population	3915
Total Productive Age	2054
Female Population	1923
Male Population	1962
Population with Disabilities	19

Buluh Duri Village Budget consists of: Village Bailout Funds, Village Fund Allocation and Tax Gain Sharing.

Table 3.2 Village Budget of Buluh Duri

Fiscal Year	The amount of budget
2015	Rp. 859.998.263
2016	Rp. 504.520.600

Note: Total budget above excludes village-generated revenue

Referring to the interview with the Buluh Duri Village Head and reinforced by information obtained from the web page previously mentioned, it can be understood that the villages within Sipispis Sub-District are dealing with almost similar problems, namely:

The lack of road infrastructure / transport,
Conflict of land ownership and
Limited human resources.

In terms of the the lack of road infrastructure problems, based on the observation during the fieldwork, Buluh Duri Village is also experiencing the same problems as other villages in the Sipispis Sub-District. Although there is a small proportion of much better road infrastructure compared to other villages in Sipispis Sub-District, especially on the

main road access from Tebing Tinggi District to Village Head Office, but the village roads are still difficult to pass.

SOE Plantation, Gunung Pamela PTPN III, engaged in rubber tree and oil palm plantations. With the condition of total area (70%) is owned by PTPN III region Gunung Pamela, thus Desa Buluh Duri has frequently faced the difficulty to design development activities primarily on development activities that require the availability of land/soil and unclear territorial boundaries. The village areas are mostly used for rubber plantation business, thus making this village has very limited space or areas that could be developed in order to support the village development.

The third problem faced by Desa Buluh Duri is in term of human resources. More than 50% of the village population are employees at PTPN III Gunung Pamela. People who are offspring of previous employees at the SOE develop comfortable habits and lifestyle and are unwilling put much effort to make a change, or think to seek other activities to enhance to the family economy. Most people have been accustomed to taking orders from their superiors and lack of innovative or creative thoughts, accustomed to receiving salary/wages regularly at a certain date and they do not get used to finding additional revenue. Such conditions complicate the process of the village development, especially in matters related to innovative ideas for the village development

3.2 Determining Factors of Innovation in Buluh Duri Village

Although Buluh Duri Village dealt with the three problems, which tend to be difficult to move forward and conduct the village development, but on the other side of this village can be classified as having good practice in terms of village innovation. This section will discuss the factors that determine the success of innovation in Buluh Duri Village. Based on interviews and observations it can be concluded that those aspects include:

Natural resource namely Bah Bolon River which naturally flows in Desa Buluh Duri
Leadership of the village head
Local wisdom (local values)
Private Investment (individual)

Furthermore, this paper will discuss each of these factors:

1) Factors of Natural Resources (Natural Endowment)

Desa Buluh Duri takes advantage of the only natural resource available namely Bah Bolon River whose ecosystem is still maintained to serve as a rafting tourist destination as one of the main development program in the village. By making Bah Bolon River as a sports tourist destination (rafting) therefore Buluh Duri Village started to become a

tourist village. The rafting is known as Arung Jeram Ancol and has been started since several years ago with an investment of individual companies. However Ancol Rafting is managed by the neighboring village and the Buluh Duri Village does not get feasible share of revenues. The management of Ancol Rafting utilizes the river potential which has 16 km length with pure water springs along the river and rock formations whose beauty is equal to the Grand Canyon. Ancol rafting is one of the longest rafting tracks in Indonesia that can be enjoyed by almost all ages groups from 6 years old to 60 years old. Ancol Rafting has a 4-hour distance with the entrance fee of Rp. 200,000 per person. That entrance fee includes a complete rafting facility, assisted by water-guard (skipper), lunch and a decent bathroom. From each entrance fee of Rp. 200.000, - the management of Ancol rafting contributes retribution payment to Serdang Begadai Regency at Rp 3,000, - and Rp 2000 to the village administrator.

As previously mentioned, Ancol Rafting is a business run individually (Teddy). As the manager of Arung Jeram Ancol, the company built the basic infrastructure (the base camp) and other facilities such as parking space, lodging, toilet and praying room (musholla), flying fox rides, boats and tools of rafting provision. Based on the interview, Teddy started the Ancol Rafting because of his love to rafting sports. Teddy had a good experience in rafting, and based on his observations, Teddy found that Bah Bolon River can be utilized as rafting space.

Besides being a rafting spot, by some residents along the Bah Bolon River, the river is used as a source of income by mining sand and stone (category C mining). The activity of mining sand and stone certainly does not support the tourist activities at the rafting spot. Bah Bolon River is also used as a source of water, shower, washing and toilets for the residents along the 16-kilometer of the river Bah Bolon.

By paying attention to the double functions of Bah Bolon River and to maintain the ecosystem at the Bah Bolon River which later on also supports the sustainability of the rafting business, thus the management of Ancol Rafting continuously reminds the visitors not to throw garbage into the river. This is done as an effort to maintain the only natural asset of Buluh Duri Village. Referring to the interview with the Buluh Duri Village Head, the activity of mining sand and stone is still allowed because of very small scale, i.e. individual or groups of people in the Buluh Duri Village since the individuals or groups are from low economic level, and the Village Head knows every miner in Buluh Duri Village, therefore it will be easy to observe if the mining activity has started to damage the environment.

Based on the observation, at some point of Bah Bolon River including outside area of Buluh Duri village, the activities of sand and stone mining activities are found. There is no information about whether the activity is legal or not, and whether mining activities use heavy equipment such as backhoes. The findings can be a potential problem in the future for Buluh Duri Village itself, especially for the presence of ancil rafting, if the

activity is not well regulated and controlled. One of the effects that has already been seen recently is a section of the river path that is no longer clean because the water is mixed with the flow in the downstream where there is sand mining activity.

In addition, right next to the base camp Ancol Rafting, but including the outer region of Buluh Duri Village, a construction of palm oil plant is begun. In the future, this palm oil plant will threaten the river's ecosystem and the sustainability of the rafting spot, without good control related to processing of waste from palm oil plant.

Another problem faced by Buluh Duri Village is the potential of flooding. Given the narrowing of the river channels for the river reclamation activity for the access of sand miner trucks, then flooding will very likely to occur in the rainy season when the water debit increases.

Several things that can be the disadvantage of the rafting business are the possibility the child labor exploitation in Buluh Duri village if it is not regulated properly. In addition, the influx of tourists, especially foreign tourists with different cultures than those of Indonesian (way of dressing up, the habit of consuming alcohol) will lead cultural shock among the villagers.

Although faced with various problems and challenges, the rafting business manager has a very big mission for the development of Ancol Rafting, that is to become a great water tourist destination even in international scale. However, it is not entirely supported by the readiness of the people in the Buluh Duri Village and other villages along the river to receive guests (hospitality), as well as awareness and the willingness to participate in the rafting management activity, for example in terms of awareness to provide shower room facilities for the visitors. Whereas the form of voluntary is one form of community participation of the rafting management. When the residents participate, they will also obtain part of the 'development pie' of Buluh Duri Village.

2) Leadership of Buluh Duri Village Head

As mentioned above, the determining factors of the innovation success in Buluh Duri Village is the leadership factor owned by the Buluh Duri Village Head named Dewi Purba, who has been the village head since 2007 and is currently serving his second term of leadership as the village head in the village Buluh Duri (period of 2007 - 2013 and the period of 2013 to 2019). Although initially Dewi Purba did not have the ambition to become the village head, but Dewi Purba has been known by almost all of the villagers in Buluh Duri for her selling activity around the village. By utilizing the uneaten bananas from the next village which was considered as garbage, Dewi Purba caught an opportunity to add income for her household. considered trash, Dewi Purba catch it and change into an opportunity to add household income. Not only bananas, she also sold jengkol, cloth, bed cover and many other around Buluh Duri Village by

using capital derived from a loan to her parents. On the interview, Dewi Purba said that she became the village head because of getting lost, but a lost approved by her husband to become a candidate against a religious leader (male). Unexpectedly, in the elections where she should compete with way stronger candidate, she won majority votes (600 votes versus 300 votes) from the residents of Buluh Duri. The election showed that Dewi Purba obtained not only popularity but also trust of the villagers. In doing his duties as the village head, Dewi Purba admitted that she has never thought of personal profit but the benefit for the whole Buluh Duri village residents. It is also supported by the commitment of her husband who since the beginning has realized that the village head means to prioritize time, energy and even treasure for others, the residents of Buluh Duri. Furthermore, based on interviews and observations, it can be analyzed the leadership aspects of Ibu Dewi Purba are as follows:

a. Selection and Recruitment Patterns of Village Officials

In selecting and recruiting the village apparatus, Dewi Purba implement a various requirements that can be categorized as difficult requirements. Dewi Purba determines the requirements of applicants who will be considered to be the staffs at the village head office and to be the village apparatus of Buluh Duri village are those who understand and able to operate computer, have a college degree or at least have ever been to college education and have high level of creativity to be able make innovation for the village development. This method is a powerful way for the village development performance. With limited human resources mentioned by Dewi Purba, the requirements to be staff at the village head office and to be the village apparatus can be considered quite demanding, moreover to obtain human resources with a good level of education for the islands outside Java is more difficult than in Java. The fact that Dewi Purba is able to get the staff and village officials in accordance with the requirements mentioned, becomes something special. The more extraordinary thing is that the staff at the Village Head Office of Buluh Duri are majority women, who, according to Dewi Purba, are easier to take orders and able to cooperate to build Buluh Duri Village. Currently apparatus at Buluh Duri Village are 12 people, with three women as staff of the village head, 3 women and 1 man in position of Head of Affairs, and there are 11 people as member of BPD (Village Deliberation Agency). Although the majority population in Buluh Duri Village is Muslim, but there are representative of Christian residents in the BPD (Village Deliberation Agency)

b. Good Communication Capabilities

Dewi Purba as village head of Buluh Duri has excellent communication skills. During interviews and observations, Dewi Purba invited researchers to get around the village. During this time, Dewi Purba showed how a female village head could recognize and remember almost every resident in that village. Dewi Purba took the role as a good village head, as the mother of all her village residents. Even with the sand and rock

miners of Bah Bolon River who has certainly been damaging the environment, she still understood and allowed with the consideration that mining is the only livelihood. Dewi Purba also has close relationship with the youth and even with children. Dewi Purba let her door open at any time, 24 hours a day to each of Buluh Duri Village residents. This is done to give the opportunity to any of Buluh Duri villagers who want to meet her. Often people with family or marriage problems choose to see Dewi Purba and ask for advice or solutions upon their problems, even though in Buluh Duri Village there is a Kinship affairs head in charge of the duties. By doing this, Dewi Purba is able to understand any problems experienced by the residents, from economic problems such as access to the Raskin program (government aid by distributing rice to the poor), social problems such as juvenile delinquency or crime up to family problems such as domestic violence.

c. Ability in terms of Conflict Management

Besides the communication skills, Dewi Purba is also good at managing conflict with the plantation company PTPN III. Conflict is mainly related to matter previously explained that is idle land owned by PTPN III to be used as a place of development activity in Buluh Duri Village. Based on RPJMDes (Village Middle-Term Development Plan), Dewi Purba as the village head will communicate and coordinate on the land utilization. It eliminates obstacles in the provision of space for the development in Buluh Duri Village compared to other villages. Potential conflicts that may happen are not only between the village administrators and PTPN III Gunung Pamela, but also between PTPN III Gunung Pamela and the farmers in term of the land use.

According to the interview, PTPN III Gunung Pamela does not want to cultivate the lowland (due to reason that the lowland is not productive to be cultivated by PTPN III) with the width of 150 hectares. Because the land is not used by PTPN III Gunung Pamela, the village farmers cultivate it for their own livelihood. When there was an audit on Gunung Pamela PTPN III, it was found peculiarity that the 150-hectare land which should be idle land but are used by the public. PTPN III Gunung Pamela allegedly rented the land to farmers without any transaction evidence. After that findings PTPN III forbade the village farmers to cultivate the lowland and asked to leave it idle.

Besides good in communicating and manage conflict Dewi Purba also excellent in negotiating skill especially with Ancol Arung Jeram owned by neigbhore village. The evidence of her success is taking over ticket retribution. On the grounds that the management of a neighboring village is tenot transparent Dewi Purba ask Rp 2000 per visitor to the favor of village financial. After many discussion finally neigbour village agree with Dewi Purba. Once again this proves the ability of Dewi Purba as the female head of village

d. High Public Trust

Based on interviews and observations, it can be concluded that the leadership factor is essential for the success of village development in Buluh Duri. This village becomes an interesting case study as a village which has a good practice, especially in terms of female leadership, in this case is the village head. Buluh Duri Village has proven various axioms that women have important role in development. In Buluh Duri Village, the role of female leader has proven to reach achievement. By placing herself on the position of village head who also acts as mother of Buluh Duri Village residents, Dewi Purba obtains a very high level of trust from the village residents. With the high level of trust the residents are easily invited to participate or cooperate in every development activity.

With the achievements, performance and capabilities possessed by Dewi Purba, she has often become a reference or been invited as key speakers by various Non-Governmental Organization (NGO) for various experiences related to rural development. Besides, with her excellence as a village head of Buluh Duri, and her successful leadership, Dewi Purba has been several times offered by various political parties for being a legislative member and a candidate of DPRD members in the election, but all were rejected by Dewi Purba.

3) Perwiyas (Perwiritan Yasin) as Local Wisdom (Local Value)

One of the goals of studying innovative villages in Indonesia is to identify and analyze the existence of the local value or local wisdom in the villages which were chosen as research objects, and how the local wisdom becomes factors contributing to the development success.

According to the research team, aspects of excellency of Desa Buluh Duri is the presence of 'democratic engagement' which is attached to the Village Head of Buluh Duri. As discussed earlier, the village head is excellent at communication and negotiation skills. To support communication and commitment to openness and willingness of the village, the village head utilizes local wisdom existing in the village. It is similar to social gathering or recitals Assemblage, perwiyas or Wirit Yasin Community that have weekly meeting which is every Thursday is local wisdom in shape of an informal religious association. Buluh Duri Village, is divided into 18 *Lorong* (group) of Perwiyas representing the entire community. And two perwiritan chairman and its vice will always engage in brainstorming to arrange RKPDes and or APBDes (Village Budget) conducted by the village head. Besides through perwiyas, the village head also explores ideas directly to the public (other versions of blusukan, visiting the houses of residents or public spaces) which is not only done once a year, but 2 to 3 times a month. Perwiyas is utilized as a tool to convey information and coordinate among the village head, village residents and village officials, or among the residents themselves. Through this perwiyas communication flow and accountability can be accommodated for 24 hours.

Any information that needs to be delivered by the village head to the community can be done through perwiyas. On the contrary, the community can also convey all the problems faced to the village head through perwiyas. Through perwiyas the residents can sometimes find the solution by themselves.

4) Individual Investments

Potential of Bah Bolon River is developed as a rafting sports tourism destination by the help of individual third party named Mr. Teddy who founded a CV Ancol Rafting. The company has been running for a long time in Buluh Duri Village, but only at the leadership of Dewi Purba, Ancol Rafting Company really makes a significant contribution to the treasury of the village and village development.

Ancol Rafting Company establishes good cooperation with the village apparatus as well as the community in providing rafting tour packages for the visitors. Indirectly, this Ancol Rafting Company is implementing a community based tourism, where the actors and beneficiaries of tourism activities are communities where tourism potential is located. The cooperation includes:

- a) Involving the community to be able to rent their truck as a transportation mode for the tourists;
- b) Involving women and other residents to provide food catering;
- c) Involves the nearby residents to prepare toilets, showers and stalls as the last stop of rafting track.

With this partnership, the community has opportunity to be directly involved in the village development

5) The Development of Rafting Sport Tourist Village

Ancol Rafting has existed since before Dewi Purba as village head, but the majority of the board and chairman of the manager is villagers of Dolok Merawan neighboring village. The executive boards of management of Ancol Rafting levy is facilitated by the former village head of Buluh Duri with an agreement that every two years there will be a revision of the management agreement. However, until the newly elected village head of Buluh Duri there has been no revision or meetings to discuss the management of the levy and responsibility of Ancol Rafting. At the request of its citizens to Dewi Purba as the new village head at the time, the management of PAD contributions Rafting Ancol Rp. 5000, - (Rp. 3,000 for the district and Rp. 2000 for the village) negotiated to be diverted from village to village Delok Serdang to Buluh Duri. Levy management contribute village treasury as sum of Rp. 2000 as mentioned considered not transparent, and without clear responsibility of managers to villagers of Buluh Duri. Villagers of Buluh

Duri considered that Rafting Ancol located on their area, also using road infrastructure of Buluh Duri to get access to. Moreover, Bah Bolon River and all the activities related to the potential of the river is the only economic potential in Desa Buluh Duri, so that river management will certainly bring improvements for rural communities of Buluh Duri. With three of these considerations, Dewi Purba as the new village head using his ability to negotiate and take over the management of the levy of Rafting Ancol. Currently Rafting Ancol management was in the village with a Buluh Duri is chaired by one of the villagers of Buluh Duri.

Based on the interviews, it is known that there was no significant conflict between Buluh Duri Village and Dolok Merawan village on this takeover process. However, by entirely managing the retribution, the development plans have become clearer. Each activity will be held in the Buluh Duri Village related to Ancol Rafting can then be scheduled and budgeted in the Village Budget and Revenue Plan (RAPBDes).

In addition to Ancol Rafting, there is also an area in the village that has become a tourist destination called Batu Nongol, but it is managed by another private individual. Tourism activities in Batu Nongol have not not contributed at all to the village Buluh Duri because it was already giving retribution of Rp. 5000, - to Deli Serdang Regency. But Dewi Purba chooses not to take any actions related to this Batu Nongol due to a reason that the action should be done slowly and gradually. This is done to secure the public trust upon her leadership.

When the study was conducted, Buluh Duri Village was doing construction at another river point named Buluh Duri Indah. The construction was at the stage of infrastructure construction to facilitate visitors such as the praying rooms and the bathrooms / WC in order to protect the ecosystem, because it has been realized that this Bah Bolon River is the only potential possessed by Buluh Duri Village.

Currently, Buluh Duri Village is processing the establishment of a BUMDes (Village-Owned Enterprise). Based on village consideration, and according to the decree of the village head, every hamlet head proposes two candidates (at this time the process is at the stage of consideration at the Village Advisory Board, while the director, the Articles of Association (AD/ART), and village regulations have been made is now on process for DPD approval). With this BUMDes (Village-Owned Enterprise) the participation and aspirations of the community related to the social economic development of the village will be accommodated, facilitated and implemented. One that has been done is the participation and aspiration of the residents to be involved in the activities of providing facilities for tourists at the rafting spot (meals, snacks, showers, praying rooms, parking space, and trucks).

Thus the newly formed BUMDes aims to manage some business units, namely:

Tourism, which is the Management of Ancol Rafting and Buluh Duri Indah
Clean Water management and infrastructure to provide clean water (wells, pipelines, water meter, water tower)
SME (frozen risol)

3.3 Impact of Innovation at Buluh Duri Village as Sports Tourism Village

With the innovative development in Buluh Duri Village, which is the development of Ancol Rafting tourist spot, thus it can influence several aspects, including:

a. Economic Aspects

In addition to being a skipper, Ancol Rafting Company owned by Mr. Teddy also involves resources available in the village. For every lunch and snack menu for tourists who will go rafting, Ancol Rafting ask the community to provide lunch and snack for the tourists. Thus, it creates economic activity for the villagers of Buluh Duri and they can earn income from such activity. Based on an interview with one of the members of BPD, there are at least 20 household involved in the rafting activities. Thus, it has affected on reducing the poverty although it has not been significantly yet.

b. Social Aspects (Strengthening of village identity)

At social aspects, innovations implemented by Buluh Duri village can strengthen of the identity of Buluh Duri Village especially from the sports achievement aspect. The development of the Ancol rafting in Buluh Duri village can emergence prospective national athletes in the field of rafting. In addition to being a skipper, some youth in Buluh Duri Village can also utilize the facilities owned by the company to practice rafting. The regent of Serdang Bedagai Mr. Sukirman as chairman of rafting federation in North Sumatra encourages the Ancol rafting company owned by Teddy to nurture the teenagers of the Buluh Duri village to practice rafting. As a result, those youth can be representative of Serdang Bedagai to compete in the arena of PON 2016 (National Sport Week) and won silver and bronze medals. In 2018 they are expected to compete internationally

In addition to sports achievement, Although Ancol Rafting has been famous since for a long time, but with the investment made by the village (by using village funds) to take part in developing Ancol Rafting, It has affected in strengthening the identity of Buluh Duri Village as a sports tourism village.

Besides, the existence of Ancol Rafting will indirectly and gradually be able to change the mindset and behavior of the society (especially healthy behavior). For example, because the river channel is often traversed by tourists who do rafting, the public no longer taking shower, doing washing or especially defecating as well as littering in the river.

c. Aspects of Infrastructure Development.

Furthermore, the Ancol Rafting also open opportunity for the residents of Buluh Duri Village who live nearby the rafting base camp of and have the ability to build infrastructure such as bathrooms for either taking shower or changing clothes as well as drinking stall (kedai) for the tourists. Thus, indirectly there is acceleration in improvement of sanitary facilities in Buluh Duri village.

In addition to sanitary facilities, by existence of Ancol Rafting, in the village of Buluh Duri there are progress of other infrastructure constructions such as roads and parking space around the base camp. Although the presence of Ancol Rafting improves the village infrastructure, but because it is not evenly distributed throughout Buluh Duri Village, it is necessary to be aware of the potential conflicts between residents in the future if it is not managed properly.

3.4 Conclusions and Recommendations

Based on the previous analysis, the researchers concluded that Buluh Duri village with its characteristic as the SOEs Plantation Village with its limited available resources can be regarded as a village which has good practice and provides learning reference for other villages in Indonesia. As A village that has good practice, Desa Buluh Duri is also dealing with some problems and challenges, namely:

- a. Watershed management is still not supported by law or policy umbrella clearly
- b. There is a potential conflict over land ownership in which the base camp erected. Base camp is located on another land and not in are of Buluh Duri Village. Although based on information from Buluh Duri village head, the neighbouring village does not care about the land, but at the future it may be a potential conflict, especially the rafting is potentially developed into international level at the future.
- c. Based on observations, the research team suggests input for improvement of Ancol rafting, for instance by making the rafting route shorter, so that it does not take too long. This will affect on the increasing number of working hours of the skippers from once a day to be more, thus increasing the skipper's productivity and income. This can be accomplished, if it is supported by adding some base camps in other villages and other supporting infrastructure.

- d. By considering the potential of flooding caused by the narrowing of the waterway because of the river reclamation activity to provide access for sand miners trucks, the village is also necessary to establish an early warning system towards on Bah Bolon River. It will also ensure the achievement of safety standard from tourism rafting activities. It can be realized by involving other parties (private corporations or individuals) who are competent in such matters

Some important notes about the village Buluh Duri include:

- a. When the village does not have original income source, then the natural resource possessed by the village should be acquired to be managed by the village itself for the benefit of all the villagers. Buluh Duri does not have a lot of potential, the only natural potential is Bah Bolon river along 16 km which can be used as rafting spot
- b. For achieving the public welfare, and managing potential of the village, an excellent leadership is required from Buluh Duri Village Head. Buluh Duri village was lucky enough to have a female village heads who is excellent at leadership, knows and being known all residents, active, creative and good at communication and conflict management as well as negotiation
- c. In order to manage the village potential, it requires active participation and strategic investment from third party (private) both individuals and corporations. It also needs collaboration with the private sectors who have a strong commitment and motivation to contribute on the village development focusing on the village empowerment. The concept of Community Based Tourism can be considered to be applied in such condition. In the case of Buluh Duri village, there is a company named Ancol Rafting which has strong commitment and motivation as private party to invest and contribute to the development of Buluh Duri Village.

With such conclusions previously described, the research team can recommend a few things to be considered to ensure the sustainability of innovation in Buluh Duri Village as a sports tourism village.

- a. Be more careful and selective in accepting the cooperation offering to develop the village by the institutions which utilize the name of the ministry or other official government institutions.

According to interview with Mrs. Dewi Purba, village heads of Buluh Duri, the village has been contacted by Pusat Studi Desa Indonesia (Indonesia Village Study Center) who claims having cooperation with KEMENDES (Ministry of Villages) to hold photo contest of rural tourism and cross-country aiming to introduce and promote Buluh Duri Village as sports tourism village destination for rafting therefore will effect on rural development. But from these activities, the village actually feel to be exploited

since the funds for the event were taken from village treasury, even for providing prizes to the winner, whereas this activity is an initiative of the PSDI and its impact on the village income was actually negative.

- b. Developing initiation of cooperation among the of the villages to form a neighborhood village

With two potential destroyers of the Bah Bolon River ecosystem namely (1) the scale of mining excavation C getting bigger, using heavy equipment, and without any permission, and (2) the establishment of oil palm processing company right on the river bank of Bah Bolon river, anticipatory steps must be immediately initiated to protect the river ecosystems, for example by (1) inviting for cooperation from entire villages along the river of Bah Boloh to develop neighborhood village for village development based on river potential and (2) taking steps to certified Bah Bolon River and Ancol area.

- c. Ensuring the sustainability of village innovation with policies and institutionalization as well as CSR cooperation with state-owned PTPN III Gunung Pamela

By considering that factor of female village head leadership (Dewi Purba) is apparently the most significant factor in Duri Buluh village innovation, the research team recommends that the current village head along with the Village Advisory Council should begin discussing the policies of the village or forming village regulations that can be used as a legal umbrella for every activity related to sports tourism activity at Ancol in order to be more secure in the future. In addition, sports tourism activities at Ancol must be institutionalized. Thus, the research team supports the initial steps to establish the Village-Owned Enterprise (BUMDes) Buluh Duri. Another alternative is that the village can cooperate with CSR from State-Owned Enterprise PTPN III Gunung Pamela, such as by delivering training for villager to produce things by making use of village potential up to marketing the product including managing Ancol Rafting and Buluh Duri Indah

- d. Developing alternative products from river potential besides rafting

Consider that rafting is a product, then the village should be thinking of alternative products from the river besides rafting. And considering that Ancol Rafting has already well-known, and also to achieve the dream of making Serdang Bedagai Regency as the center of whitewater rafting in Sumatra, efforts are needed for example by establishing the best skipper school / water guard school in Sumatra, or rafting sport training centers for all North Sumatra or become a practice center or laboratory of recreational sports for students who study at the University of Medan (Unimed).

The current trend of village development in Indonesia is the establishment of tourist village as an effort of village development. Although there are often some kinds of pressure from the government at sub-district level for every village to form a tourist village, because by claiming to establish a tourist village, it is easier for the sub-district government to get funding from the Village Budget (APBDes) in the form of village funds. By considering the good practices existing in Buluh Duri Village then the researchers recommend for other villages who want to establish a tourist village should not be hasty to claim the village as a tourist village with no obvious tourist potential. Buluh Duri Village does not claim themselves as a tourist village, and the term of tourist village has never been a discourse for a Buluh Duri. But Buluh Duri village has managed to draw more tourists' interest to visit the village therefore the revenue flows into the village treasury can be used for the village development. The lessons can be learned by other villages is to think about the way and best efforts to encourage tourists to come to their village, like has been done by Buluh Duri Village.



Figure 3.1
Sand and Stone Miner
at River of Bah Bolon
Nearby Buluh Duri Indah



Figure 3.2
Rafting Activities on Bah
Bolon River

Figure 3.3
The Base Camp of
Rafting Managed by Mr.
Teddy



Figure 3.4
Rafting Route

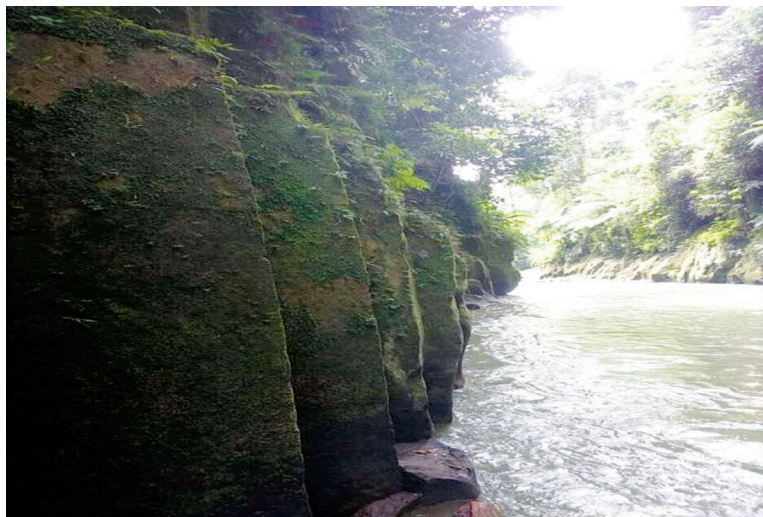


Figure 3.5
Rafting Route



IV

DYNAMICS OF INNOVATION OF VILLAGE DEVELOPMENT LEARNING FROM THE VILLAGE MALLARI

Kristian W. Wicaksono

4.1 Introduction: Profile and Potential of Village Development

Mallari is a coastal village in Bone Regency. This village is one of seventeen villages and an Urban Communities (kelurahan) in Awangpone sub-district, Bone Regency. Mallari Village territory is divided into three hamlets and twelve Community Associations (Rukun Warga) with 669 head of families and a population of about 2813. The total area of Mallari village is approximately 800 hectares, consisting of agricultural land / plantation, fishery, commercial and residential areas. This area is within classification of the lowlands whose some territories are bordering with the river. The east is bordering with Bone Gulf, the north is bordering with Cenrana Village, the west side is adjacent to Kading Village and the south is bordering with Maccopo Village.

Mallari village can be regarded as a fairly remote village. It takes about five hours to reach the village by road from Makassar City. As a coastal village, the majority of Mallari work as farmers and fishermen. One of the potential that is expected to support the accelerated development of Mallari is through the management and utilization of fishery and marine resources. Management and utilization of Fisheries and Marine in Bone Regency can be done in three dimensional areas as follows:

a. Deep Sea Water Dimension

Through this dimension Mallari development activities can be directed to the development of fishing business which has high economic value, especially tuna, skipjack, flying fish, mackerel and spanish mackerel.

b. Dimensions Coastal Water/Area

Development activities at this dimension can be directed to the development of aquaculture activities in ponds with mainstay commodities such as tiger shrimp,



Figure 4.1
Seaweed, A Superior Sea
Produce Commodity in
Mallari Village

milkfish, mud crab, seaweed types *Gracillaria sp* and *Eucheuma Cottonii*. besides the development of sea fish farming in the form of reef fish and sea cucumber farming is also potentially performed in the village Mallari.

c. Dimension of Inland Water

Dimension of inland waters can be developed by the revitalization of pond fish farming, paddy (rice mina) and public waters. Various types of fish are potentially to be cultivated in Mallari inland waters such as carp, tilapia, catfish and prawns.

Prior to 1800s, Mallari Village was under the leadership of Arung, which gradually changed its status into Mado. Over the time, the term of Mado then turned into village since 1957. Until 1966, it led by the Acting of the village head. Mallari village is now led by a female village head named Andi Wahyuli, S. Pd.

That phenomenon becomes an interesting thing to be further investigated. Under the leadership of Andi Wahyuli as female village head, Mallari Village becomes a famous village with various forms of innovations especially a very inclusive development process. The innovations emerged as the level of disability at Mallari village was quite high. In each hamlet, there are at least about 15 disable inhabitants. Specifically, the inclusive development is shown by the development processes at Mallari Village which are Pro Poor, Pro Gender, and Pro Disability. Those innovations are major mission of development at Mallari Village that is performing the pratisipative approach by taking into account the potential and needs of the village.

This effort is performed to improve the quality of human resources, institution, public services, facilities and religious infrastructure, sports, agriculture, plantation and animal husbandry. In addition, community economic development as well as indicative programs and activities are very focused on the disabilities. Various development efforts

in Mallari Village are based on the implementation of the values of togetherness, openness, honesty, justice, democracy, professionalism and accountability.

Based on observation conducted by researchers on the village potentials, the marine and fishery resources have been utilized optimally. This phenomenon is proven from producers of agricultural and marine fisheries at Mallari Village which have been a consumption source for villages and other regencies. Nevertheless, the agricultural and fishery commodities at Mallari was still in form of raw material such as various types of fish and seaweed.

Innovations such as the development processes which are Pro-Poor, Pro Gender, and Pro Disability have not yet given a positive impact on the basic aspects of development, especially in education. Based on the recapitulation of the population on the basis of family data in 2015, the level of the village resident's education are: 299 graduate from elementary level, 159 graduate from junior high school and 163 graduate from high school. Only 67 residents who have finished their education up to Diploma or bachelor degree and the rest are without formal education. These data show that although there has been inclusive innovation development, Mallari is still experiencing problems of education development.

Based on the findings of innovation and development problems existed in the village, this paper will be directed to determine the dynamics of the inclusive innovation development process in Mallari Village including forms, processes, impacts, and factors that influence them. The discussion of the innovation dynamics will also be carried out on various other innovation developments in Mallari Village. At the end of this article, a lesson will be presented in form of conclusions and recommendations of the analysis results about the innovation development. Recommendations are not only formulated for other villages based on good practice innovation found in Mallari Village but also for Mallari Village themselves to optimize available resources.

Learning about innovation development in Mallari is expected to be applied by other villages in Indonesia as a reference in manifesting village innovation development. The expectation is an important concern because all villages are faced with an abundant development resource especially in development financing. The Financing which is currently focused on the development at village level needs to be accompanied by innovation in order to be allocated effectively and efficiently.

4.2 Forms of Innovation Village

Based on the research steps that have been, there are some findings regarding various forms of innovation in Mallari Village. Mallari Village can be regarded as an innovative village for its innovations results can be found in various development sectors. Innovation in Mallari Village can be explained as follows:

4.2.1 Development Processes which are Pro-Poor, Pro Gender, Pro Disabled

In contrast to most of the development planning in various areas, Mallari Village has development programs oriented to society groups of women, the poor and disable. The focus on inclusive development has coloured the whole process of development in Mallari Village. Planning, implementation and development substance orientation in Mallari Village are always inclusive.

Before the Village Development Plan Deliberation was held, each inclusive group discussed to determine the development issues directly related to their lives. After the discussion process, the inclusive group could without hesitation convey their aspirations in the process of Musrenbangdes (Village Development Plan Deliberation).

With that process, results in the Village Musrenbangdes (Village Development Plan Deliberation) in Mallari Village always have inclusive insight. Development is not only directed to the majority, but also held with the principles of care to minorities. Groups that may be marginalized in other villages has even become the groups that actively participated in formulating the development plans in Mallari Village.

4.2.2 Program of Stop SBS (Careless Defecation) or Open Defecation Free (ODF)

Program of SBS or ODF is not really a program initiated by the village government. This program is issued by the central government. Nonetheless, in the implementation of the program, Mallari Village government is able to innovate and encourage the success of the program optimally.

Open Defecation Free (ODF) is a condition where every individual in the community does not have careless defecation behavior. Open Defecation behavior does not met the health standards then potentially leads to the spread of various diseases. To reduce the spread of disease due to the open defecation behavior, Mallari village government includes the ODF Program as part of the Total Sanitation Program on the basis of the community by delivering family toilet program. This program has a mission that every family should have its own permanent latrine which meets points of health standards.

Family latrine is regarded as as a logical solution and a derivative of central government program for residents at Mallari Village whose culture is still less attentive to the healthy living. Before the implementation of Family toilet, most of the Millari's villagers still have open defecation behavior. Garden, field, river and open land in Mallari were often used as a defecation place by the villagers.

As a form of village innovation, Family toilet program is based on the spirit of participation and the improvement of public mindset. The program subsequently

resulted in household toilets that owned by 100% heads of family in Mallari. Based on these achievements, Mallari Village then declared themselves as ODF village. In addition, Mallari also declared themselves as the village that are moving toward the five pillars, namely Community-Based Total Sanitation village which includes stop SBS, washing hands with soap and running water, the management of drinking water in the household, the household garbage management, and the household waste management

4.2.3 Utilization of Vacant Land for Shallot Cultivation

Mallari village has fairly abundant potentials of natural resources. Unfortunately, these potentials have not been utilized optimally. In addition to the great potential of marine produces, other potential that has not been optimized in the Mallari Village the fairly spacious fertile land. Therefore, in 2014 a program was delivered to utilize the vacant land onion farming.

This program is an assistance program of the Hadji Kalla Foundation. Hadji Kalla Foundation launched a program of economic empowerment on agricultural sector with the concept of one village one product in Awangpone Sub-District. Mallari has become one village that is focused to produce shallot by utilizing idle land.

Besides being implemented to improve the village economy, the program is directed to generate food security at the sub-district level. When each village has the typical food commodity, there will be transactions on the produce that ends on satisfying their food needs at the local level. If the local needs are met, each village can also sell commodities produced to other districts or areas.

4.3 Driving Factors for the Successful Village Innovation

Innovation in Mallari Village is influenced by several factors. Based on findings during field research process that have been analyzed by the research team, the factors supporting innovation in Mallari village can be explained as follows:

4.3.1 The Community Local Wisdom

As a fairly remote village, Mallari Village still upholds the values of local wisdom that is fairly well preserved. One phenomenon that illustrates the value of local wisdom is house structures which are still shaped as 'rumah panggung' (house on stilts). When the other village or regions have begun to change their house structures into a more modern design, Mallari Village still preserve the traditional house design has been inherited.

More clearly, the values of local wisdom are among of the important factors that influence the success of the village innovation. There are two values of local wisdom

that influence the innovation of Mallari village which are culture of envious and culture of shame. Envious culture is the cultural value of caring. When their fellow residents need help, each individual should be care and give a hand. These cultural values are the basis of the value of working together held by the community in Mallari Village. Shame culture is a culture value that requires every individual change into better. When there is a fellow gives the example of kindness, every other individual should have an open minded and change themselves to be better person.

Culture of envious and shame are highly actualized in the SBS or ODF program. This culture was innitiated from the concern of the village head on community health behavior by encouraging them to provide family toilets. When some families had made latrines and felt the benefits of the program, then they have a concern to invite other people to build family latrines. This envious culture is then followed by the culture of shame in the community. Change for the better by being the next onwer of family latrine was being done by the entire family in Mallari. Gradually, the culture of envious culture and shame managed to generate outcomes by achieving a 100% family latrine in Mallari Village.

4.3.2 Political Dynasty

Political dynasty was actually part of the value of local wisdom in Mallari village. Nevertheless, the position of the political dynasty towards the village innovations will be described in a separate sub-discussion because this factor has significant affect to the entire program and forms of innovation in Mallari Village.

In his democratic era, phenomenon of political dynasty still happens in Mallari Village. The village head or Mado are selected based on the family tree of the royal or nobility. Although the mechanism of the election conducted by voting, people always choose the village head by considering the royal bloodline. An interesting phenomenon found is the use of the "shadow" candidate on the election of village head in order to smooth the candidacy of the head village from the nobility. The "shadow" candidate is used only as a requirement so that the village elections can be held.

Political dynasty in Mallari was begun from the leadership of Haji Mandje in 1966. After the leadership of Haji Mandje, the position of village head turned to his son, Abul Khaeri, SE. Due to the rule that limited the leadership period of the village head, the position of village head was subsequently turned to his wife, Andi Wahyuli S.Pd. According to this history, it is understood that the political dynasty is still the main basis of governance in Mallari Village. The name "Andi" has also confirmed the patrimonialism practice in the village because the name is a title inherent to nobility in Sulawesi.

When being viewed as something negative, political dynasty is a form of power domination that took place in a political system. Excessive power domination will

potentially generate corruptive and non-participatory culture. Nevertheless, the political dynasty, has even become a driving factor for various forms of innovation in the Village Mallari.

Personal qualities due to a title of nobility owned by the village head has driven the compliance and willingness of the community. Various forms of creative thinking that emerged from the village head did not get resistance from the villagers. Mallari Village communities have an understanding that the noble class is a class entitled to determine the entire agenda and development activities in the village. They assume that the nobility will not lead them to undesired direction.

Political dynasties and the compliance of Mallari society has increasingly been continued since the village heads that have been from the nobility always run the development tasks effectively. Political dynasty would be able to encourage participation and the concern on the development activity in the village. Aristocratic center culture has encouraged the village communities to be attentive and care for the development planning and execution initiated by the village government.

4.3.3 Leadership Village Head

Although leaders in Mallari Village were chosen because of the political dynasty and their noble title, the village head Andi Wahyuli has visionary leadership. Continuously, Andi Wahyuli always accomodates aspirations of the village residents in various occasions. As the village head, Andi Wahyuli often visits the residents' houses without prior notice. This activity aims to gain a real picture of the living condition of residence in Mallari Village.

Andi Wahyuli named the move as a political relationship and 'blusukan' (visiting the community houses or public places). A leader should understand the conditions and problems that actually felt by the public. In addition, a leader also needs to build a more open relationship with the community in order to actualize effective development planning. Andi Wahyuli cited a local proverb which said that the relationship can accelerate fortune, widen frienship, as well as maintain health and longevity. Building hospitality relationship is an eastern concept whose the real application is certainly perfectly suited to the conditions and situation among Indonesian people including rural areas.

Besides the leadership characteristics which are open and visionary, leadership that is strongly oriented towards inclusive issues is also showed by Andi Wahyuli. When visiting the residence and doing 'blusukan', Andi Wahyuli always prioritizes the poor and disabled community. This phenomenon was implied when one of the villagers who had suffered from a particular disease but could not afford the health treatment, Andi Wahyuli suddenly came and facilitated the villager to get health treatment to the city.



Figure 4.2
Andi Wahyuli, Female
Village Head Arising
from Political Dynasti in
Mallari Village

Specifically, the orientation of Andi Wahyuli on inclusive group is demonstrated at the focus of attention in the field of development of women and the disabled. Housewives and the disabled in Mallari Village have already had a business unit engaged in the craft. Actively, Andi Wahyuli facilitates training, capital provision and marketing for the handicraft products therefore to increase the empowerment of the disabled in Mallari Village.

Andi Wahyuli is the first female village head in the village Mallari. This phenomenon then explains that under the leadership of Andi Wahyuli, the issue of women and the disabled is begun to draw attention in the implementation of the village development.

The findings explain a lesson that gender equality in the village leadership can come from a mechanism of political dynasty that is still preserved. Frequently, there is a view that the participation of women in local leadership always collide with cultural values. Democracy is always positioned as opposed to the values of local wisdom. The existence Andi Wahyuli as Mallari Village head confirms that women's participation in leadership is in fact derives from the value of local wisdom in the form of political dynasty.

4.3.4 The Role of External Actors

Based on the research result, the role of the external actors has become a driving factor for the village innovation. There are at least two major external actors which have encouraged changes in Mallari Village, namely the Institute for Women's Empowerment (LPP – Lembaga Pemberdayaan Perempuan) in Bone Regency and The Foundation of Hadji Kalla. LPP is a non-profit organization at the Regency level which is registered in Department of Social Affairs (Departemen Sosial), while Hadji Kalla Foundation is a non-governmental organization focused on community empowerment

The existence of LPP in Mallari Village is not separated from efforts of Andi wahyuli to facilitate the inclusive community in her village. Particularly, the role LPP in Bone Regency is shown in the activity of women and disabled mentoring. LPP provides assistance in the form of democracy and skills training. Democracy training is given together with public speaking and mentoring on conveying aspiration simulation. Through these steps, women and the disabled in the village Mallari are no longer reluctant or even ashamed to express their aspirations in every occasion in the village development deliberation forum.

Islamic Education and Welfare Foundation Hadji Kalla or shortened by the Kalla Foundation was established on 24 April 1984. Through this foundation, Kalla Group runs a Corporate Social Responsibility program and distributes the company's *zakat* fund to the activities in the fields of education, preaching, social activities and environment. One of many that has been developed by Hadji Kalla Foundation in Mallari Village to help the economy of the village community is Kalla Agro Economics.

Kalla Agro Economic activity takes form as Farmer Development through dividing agro commodities into regions and developing agro centers as well as an improving the welfare of farmers by increasing the selling value of agricultural commodities for domestic and overseas market. The development performed by Hadji Kalla Foundation in Mallari Village is the cultivation of shallot during dry season.

Agro and Green Care team of Kalla Foundation plan to develop the shallot crop area of 5 ha in Mallari Village. The initial activity was delivering seminars on working program with local authorities, community leaders and farmers to agree on some forms of technical activities involving local residents. After the seminar, then technical discussions was held to discuss agricultural techniques from seed preparation, tillage, planting, water management, weeding and replanting, fertilization, pest and disease control, harvest and post-harvest and obstacles encountered during the previous shallot planting. These efforts are devoted to the use of technology for shallot cultivation efficiently and effectively.

4.3.5 Historical Factors

The existence of Hadji Kalla Foundation in Mallari can not be separated from the history of major employers originated from Mallari; Hadji Kalla and his son, Jusuf Kalla who is currently a vice president of the Republic of Indonesia. As a founder Kalla Group, Hadji Kalla was well known as a great entrepreneur who started his business from the bottom. The deceased Hadji Kalla was born in 1920 in Mallari. Since the age of three years, he had been living without his father because his father had died. These conditions make him grew as an independent man with entrepreneur passion. Kalla's independence and entrepreneur passion was proven by starting a trade with his friend.

At the age of 15, Kalla had possessed his own stall at Bajoe Watampone Market, the capital of Bone Regency.

To meet their needs, Hadji Kalla together with his wife ran the business by developing their stall in the Pasar Bajoe. In 1950, along with the improvement of the business, Hadji Kalla and his wife Athirah opened a shop selling groceries and clothing. On October 18, 1952, Hadji Kalla then founded a company named Hadji Kalla Trading Company which currently named Kalla Group. The company is engaged in trading, textile, export-import, and transport services. Hadji Kalla Company has been growing very rapidly and become the number one in Makasar or eastern Indonesia region.

Due to the concern for the people in South Sulawesi, especially in Mallari Village, Kalla Group provides assistance on local economic empowerment in agriculture. Some villages including Mallari have been targeted to the work of the Hadji Kalla Foundation. The development of Mallari village is quite advanced compared to the surrounding villages. It is also due to the fame of Jusuf Kalla, a politician who has served for two periods as Vice President of Republic Indonesia.

4.4 The Village Innovation Process

Various forms of innovation in the Village Mallari emerge through a long process. Based on the research conducted, the process of innovation in Mallari village can be described as follows:

4.4.1 Development Process which is Pro-Poor, Pro Gender, Pro Disabled

The Developments that are oriented for women, the poor and the disabled is a form of innovation built on the basis of the female village head leadership; Andi Wahyuli. Besides due to the leadership of female village head, the innovation developments which are pro-poor, pro-gender and pro disabled also emerge from the assistance of Institute for Women's Empowerment during the process of development planning in the village. LPP assists Mallari village because of its own initiative and invitation from the village head along with the authorities of the village government.

In 2015, the Coordinating Ministry of Human Development and Culture of the Republic of Indonesia and The Asia Foundation supported YASMIB Sulawesi (Swadaya Mitra Bansa, an NGO that focuses on the recovery of the multidimensional crisis 1999) and LPP Bone delivered a seminar and Workshop on Disabilities Need-Based Health Development in Bone Regency. Such activities are part of series of activities from Program Peduli Pilar Difabel Pillar Care Program for the Disabled in South Sulawesi. The program has three pillars: improving the understanding of the stakeholders concerning the disability, mapping the problems of health development which is responsive to

the disabled in Bone Regency and formulating recommendations to the government regarding the access to health services which are pro disabilities.

Due to the open-minded of the village head, Mallari Village becomes one of the village partners of caring program because of its a fairly high level of disability. In addition to seminars and workshops at regency level, there are trainings on "Planning and Budgeting of Regions involved in Village Assisting and Caring Program of the Disabled" and Discussion among the residents of Malari Village as well as a Workshop on Inclusive Population Data Formatting.

Training with the theme "Planning and Budgeting of Regions involved in Village Assisting and Caring Program of the Disabled." is following up the training on Village Planning of Disability Care Program in Bone and Gowa regency, this training aims improve the quality of human resources. The village apparatus is expected to be able to read and analyze the Village Budget in their own regions. This activity also aims to equip the advocacy skills of planning and budgeting in regions or villages with inclusive insight.

Care Program in the form of discussions among the residents was held on 28 and August 29, 2015 at the office of Mallari Village. The activity was attended by the government of Mallari Village, several representatives of communities and families of the disabled. Discussions with the residents aimed to map the needs and constraints in manifesting the dreams of the disabled. The discussions generated a request that the government should be attentive to the disability group.

Unlike the two previous programs, Workshop on Inclusive Population Data Formatting tended to have operational objectives. The workshop was focused on building an inclusive population data at the village level with the finalization of the initial draft of demographic data form. The effort is expected to:

- a) Establish a shared vision about inclusive population data at the village level
- b) Provide an inclusive demographic data form in the village which was later used in the data collection process.

The workshop was initiated due to a number of findings in the data collection process at village level. The data were frequently not oriented to the development of the disabled community. The population data compiled for the village development plan also have frequently not paid attention to the life of the disabled community. The data compiled have not accommodated data on the number of disabled people. The data collection process has not paid attention to types of disability.



Figure 4.3
Crafts Business Unit
Caps / Songkok Lontar
Composed of Women
and Disabilities

Through these programs, the development process in Mallari Village begins to be oriented on the life of the disabled. Data as important information used in the development process has had an inclusive insight by positioning the disabled as one of the subjects that need to be accommodated. Such programs also encourage the development process at the village level to be more pro women and the little people. Deliberation made by all parties in the village in development planning has always put women and the poor as central actors that should be empowered.

4.4.2 Program Stop SBS (careless defecation) or Open Defecation Free (ODF)

This form of innovation was initiated by the government Mallari Village which was then discussed in a deliberation with villagers. Before the program was initiated, the residents in Mallari Village had a culture of open defecation. They tend to use the river and empty land around the village for the activity of defecation.

Giving awareness and understanding to change the behavior of open defecation was not an easy thing to do. This is due to the very traditional mindset of the residents. They did not feel any problem with the culture of open defecation. The community in Mallari Village had even already been at a comfortable stage to defecate on vacant land, rivers and plantations.

Observing this phenomenon, the village head and her staffs were ,by very pro-actively, trying to deliver understanding and socialization. The socialization was given either formally or informally. In accordance with the program of Open Defecation Free launched by the central government, the government of Mallari Village emphasized the importance of family latrine ownership to the villagers. Through this actions their mindset was slowly changing and then open to the idea of family latrines.

Through a continuous socialization and utilization of the culture of shame and envious, eventually in 2015, the family latrine program was open handedly accepted by the residents in Mallari village. After eliciting good respons, further deliberation was conducted to determine program targets which are houses that did not have their own family toilet. Deliberation was also conducted to manage the technical aspects of the

latrine constructions such as the schedule of latrine construction as well as the necessary personnel and equipment.

The whole process of building family latrines was conducted independently by the community in Mallari Village. The village government had not given special budget after socialization Stop Open Defecation Program. The community did not mind, although to build a latrine unit cost Rp. 500.000,00 - Rp. 1,000,000.00. The community were voluntarily working together to build latrines in each house.

After the process finished, within one year Mallari Village became the first village in Bone Regency which was declared as the Village of Stop Careless Defecation or Open Defecation Free (ODF) by The Regent of Bone. This Achievement was reached due to the high participation of the community towards the family toilet program. The Regent of Bone also appreciated their willingness to bear the cost independently and to work together to build family latrines. 100% family who use permanent latrine has become real evidence of the successful program on providing family latrines in Mallari Village.

After being declared as ODF village, Mallari Village is now being prepared to be a village with Community-Based Total Sanitation (STBM). Sanitation totally includes five pillars, namely Stop SBS (Careless defecation), washing hands with soap under running water, drinking water management at the household, household garbage management, and household waste management.

4.4.3 Utilization of Vacant Land for Shallot Cultivation

In 2014, Hadji Kalla Foundation initiated village empowerment programs. The program aimed to empower the local economy through the development of the agricultural sector. The program was targeting villages in Bone Regency. Mallari Village was the only village from the Awangpone Sub-District which became the target of program by Hadji Kalla Foundation. Bone became a strategic regency because it had large field but did not have much impact on the local economy. This phenomenon occurs because people relied on rice farming with very limited harvest periods.

Recognizing the problem, Kalla Foundation then attempted to take the role to develop the economy in the village region. After mapping the area, the program then focused on the development of horticultural crops by utilizing the farmers' land that that was not used during the dry season as well as other empty fields. Based on the experiments, the fields in Bone regency were suitable for growing media of shallots, pumpkins, watermelons, melons, chilli and various kinds of vegetables.

Based on these findings, Hadji Kalla Foundation then divided the program target areas into specific horticultural agricultural commodities. This effort was undertaken to support food security in Bone Regency by diversified produce of agricultural commodities.

This idea was then put Mallari village as shallot commodity producer of onion. Process conducted by Hadji Kalla Foundation to Mallari Village community in the development of shallot crop is by providing assistance from the initial planting up to the harvest is ready to be sold. The assistance provided by Hadji Kalla Foundation covers providing knowledge on cultivating shallot, from early planting, until the crop is ready be sold.

4.5 The Impact of the Village Innovation

Any innovation that appeared in the village Mallari directed to produce specific impacts. Nonetheless, every innovation that emerged also produce other positive effects. In a more comprehensive range of impact of the innovations that have been produced in the village of Mallari can be explained as follows:

a. Process Pro-Poor Development, Gender Pro, Pro Disabled

Considerable impact from this innovation is the change in living standards of the poor, women and the disabled. They are no longer excluded but actually become main actors in the process of the village development. Mallari Village has conducted development with inclusive insight since it has accommodated the aspirations and been also directed to the empowerment of the marginalized groups. Through such innovations, was established groups consisting of women and the disabled that make *songkok lontar* (cap made of palm leaves) and crafts made of plastic waste. Besides, Formed groups of farmers, seaweed farmers and fishermen functioning as organizations that accommodates the needs of farmers and fishermen.

The establishment of craft center, farmers and fishermen groups are then encourage the public economic growth. Disabled Communities who previously had been less empowered then are able to earn additional which is beneficial to the household economy. Farmers and fishermen in Mallari Village are also more prosperous because they can produce and sell of various commodities more efficiently.

Innovation development which is oriented in poor communities, women and the disabled has also succeeded in creating a new democratic culture at the village level government. the disabled, the women and the poor are no longer reluctant to participate actively in the village development process. The Village development plannings are getting more participatory by no longer oriented to the majority group.

b. Stop Program SBS (Careless defecation) or Open Defecation Free (ODF)

Acceptance and active participation by the community concerning family latrine program then affect to changes in the resident's lifestyle. The community are slowly starting to leave an unhealthy lifestyle. Based on the changes in lifestyle, it can be

understood that the toilet and STBM program have succeeded in changing the resident's lifestyle to be more insightful in health aspects.

The residents realize that family latrines provide comfort benefits in defecation activity. Since they have had toilet, Mallari village communities no longer use the open land, rivers and plantations for defecation. They also begin to feel and have an understanding that the use of latrines is much healthier and hygienic.

As the series of Community-Based Total Sanitation Program, family latrine program also raises more concern upon the public health aspects. They become more open to various programs related to health care. In addition, Mallari Village are getting pro-actively seeking any information related to health. The phenomenon is further responded by the village government by facilitating the implementation of public health empowerment program.

c. Utilization of Vacant Land for Shallot Cultivation

This innovation has direct impact on the utilization of agricultural land and vacant land in the village environment more effectively and efficiently. While previously the farmers only used the agricultural land to grow rice at a particular time, now they can take advantage between the rice planting to cultivate shallots. Through this step, land productivity can be maintained because there are variations in the types of plants that are developed. Effective and efficient field utilization is also felt on the vacant fields in Mallari. Where previously people only routinely cleared or even used it for defecation, now the community get benefit that is supporting their domestic economic condition.

Innovation that utilizes the field for shallot cultivation then also affect on improving the economic welfare of farmers. They still earn revenue even if the planting and harvesting of rice has not yet come. Through the initiative of agricultural commodity specifications in every village which was initiated by Hadji Kalla Foundation, farmers can sell their shallot commodity to other villages and regencies. Marketing assistance by Hadji Kalla Foundation has even managed to bring onion Mallari commodity to neighboring country markets such as Malaysia and Brunei Darussalam.

Indirectly, utilization of the idle land for shallot cultivation has provided education for farmers and villagers of Mallari. Through intense assistance from Hadji Kalla Foundation, the farmers and villagers in Mallari obtain much information about technology in agriculture. They become more understand the technical principles of agriculture such as seed selection, fertilizer use, land management, irrigation, harvest and post-harvest activities.

In addition to technical education about agriculture, innovation of land utilization for shallot cultivation gives entrepreneurship education for farmers and villagers of

Mallari. The farmers are compelled to optimize land utilization to increase the types and quantity of agricultural commodities. They also pay great attention to the commodity marketing activities than ever before. The farmers realize that to achieve maximum profit, agricultural activities also need to focus on post-harvest activity which is the commodity marketing. The villagers who previously did not work as farmers have also started to optimize their own field resource to obtain economic benefits.

4.6 Conclusions and Recommendations

Based on the research and analysis that have been done, it can be concluded that the innovations emerged and developed in Mallari Village was produced from a continuous process. The continuous innovation process and involvement of a wide range of actors become key success of innovation in Mallari Village. Nevertheless, the continuous innovation process will only occur if there is an initiative from the innovation initiators to operationalize and implement the ideas.

Through the research activities, it is understood that the village head as the local political elite is still a major initiator of the innovation process in Mallari. Besides the leadership of the village, this phenomenon appears because the leader at local level is still coming from the nobility which is regarded as the upper class society in Mallari Village. The relation between the nobility and the commoners has eventually resulted in a continuous political dynasty.

The existence of a political dynasty at governance in Mallari actually has many positive impacts on the village innovation process. Mallari political dynasty in Mallari Village has managed to generate a woman leader as a form of implementation of democratic values of gender equality. The emergence of the female village head then encourages the innovation development processes which are pro-poor, pro-gender and pro disabled. Political dynasty has also managed to produce a leadership that is open-minded and very inclusive.

Based on this study, two important suggestions are formulated for the development of innovation in other villages in Indonesia as follows:

a. Institutionalization of Local Democracy

Political dynasty as the characteristic of local democracy has been proven to be beneficial to the innovation process in Mallari Village. Political dynasty is also not opposed to the general principles of democracy because the village leaders were elected through a legitimate electoral process. Based on these findings, it is necessary to institutionalize the local democratic governance to ensure the sustainability of innovation in rural areas. This institutionalization step can be done by designing Village Regulation (PerDes) governing the management of local political institutions in the village. Customary

institutions and local political institutions need to be empowered and to achieve the conditions it is necessary to do institutional approach. The democratization process should not be forced to be disseminated in rural areas. It is necessary to take steps to protect the sustainability of local democracy in order to ensure innovation sustainability with obvious institutional mechanism.

b. Institutionalization of Local Wisdom

In addition to the institutionalization of local democratic values, institutionalization is also necessary to maintain the value of local wisdom. Through obvious institutions, the values of local wisdom in a village will be protected. This step is important therefore modernization occurring does not eliminate the characteristics of the local culture. When the local wisdom that greatly contributes to the innovation of the village is lost then the village residents no longer have the cultural capital for innovation. Institutionalization of local wisdom values can be initiated by the village head by issuing Village Regulation which explains the operation of local wisdom values in the residents' daily lives and in the process of rural development.

For Mallari Village itself, several efforts to enhance the village innovation is still necessary to be performed. One of the steps that are necessary to be implemented is the utilization of coastal resources as a tourism destination. Until now, the coastal resources in Mallari village have been being directed to the production of fish and seaweed. Through the utilization of coastal resources for tourism activities, various advantages can be obtained and it is also beneficial for increasing the village's original income as a source of rural development. Revitalization of tourism in coastal areas can provide economic benefits for rural communities because the tourism industry tends to have a fairly high value added. Characteristics of the zero-waste tourism industry can also be useful to preserve the coastal environment.

In addition to the utilization of coastal resources for tourism activities, Mallari Village also needs to develop production activity with the insight of finished product. So far the community in Mallari village still develops agriculture and marine sectors which are limited to upstream products. They only sell their produce of agriculture and marine in form of seaweed and various types of fish. If the agricultural and fishery commodities can be processed into downstream products, then the economic value-added benefits will be enjoyed by farmers and fishermen in Mallari village.



UNDERSTANDING BEST PRACTICES OF INNOVATION DEVELOPMENT IN VILLAGE NITA

Trisno Sakti Herwanto

5.1 Profile and Dynamics of Rural Development

Nita Village is a village well known for its best practises of continous innovation development. One prominent innovation from Nita Village is a development process that upholds the principles of democratic governance such as transparency, accountability and participation. Through various innovations in process and the various aspects of development, Nita Village has obtained a number of awards at the regency, provincial and national level.

Nita is a village located in Nita Sub-Distric, Sikka Regency, East Nusa Tenggara. Administratively, the village is divided into three hamlets, namely the Bao Loran Hamlet, Lalat Hamlet and Tour Orin Bao Hamlet. According to Physical Administration, the Nita Village is bordering with Nita Nitakloang Village on the north, Tebuk Village on the south, Bloro Village on the west and Takaplager Village on the east. The total area of Nita Village is 19.6 km² or 196 hectares with the follwoing details:

Table 5.1 Area of Rural Areas Nita per *Dusun*

No.	Village	An Area		Total	
		Km ²	%	RW	RT
1	Bao Loran	0.65	33.16	2	11
2	Flies	0.53	27.05	2	7
3	Tour Orin Bao	0.78	39.79	2	9
Total		1.96	100	6	27

According to the written history and oral tradition that has been disseminated over the times, the name of 'Nita' Village was taken from the name of a large tree growing at the center of the village named Nita tree. Under the shade of this tree in the ancient times was a shelter or resting place and even became become ' inter-village

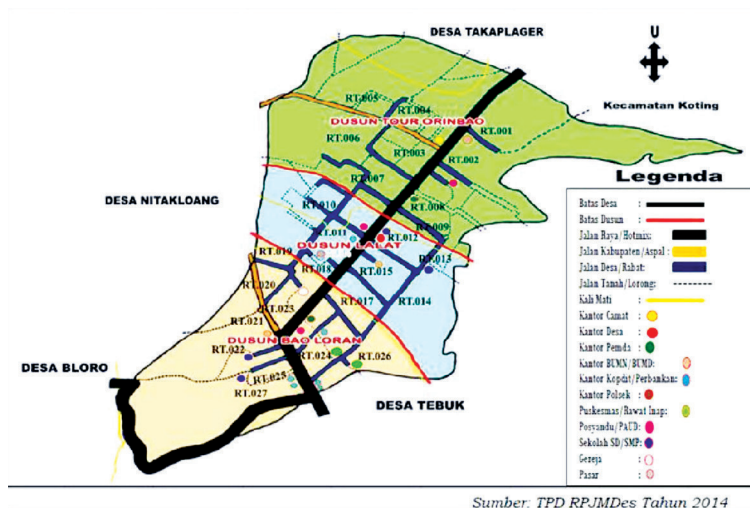


Figure 5.1
Nita Village
Administrative Area
Maps

terminal including became the market or place for selling and buying activities among the villagers at the time.

At that time the population in Nita Village were divided into groups called 'kloang' in a customary union or a tribe with traditional house together called 'Lepo' and headed by a chief. From these 'kloang' or 'tribal' and 'Lepo' thus formed a unit called 'Natar' or village under the leadership of a village head. From the historical records and oral stories evolved, there were approximately seven tribes or Lepo that has been living and thriving from those days until now such as; Lepo Gete (Queen / King), Lepo Kolit, Lepo Degodona, Lepo Geronpun, Lepo Lorat, Bao and Lepo Lepo Orin Orin Gete Tour.

As time went by, along with the expansion of the to Indonesia and Flores in particular, a model of new government has been formed in each village with respective terms including 'Natar Nita' which later turned into the area of Kapitan Nita (similar to village) with the village head (Kapitan) Philip Young meak da Silva and King Nita (term for Village Fellowship Head or called Empire) Don Juang da Silva. Furthermore, by the government of Dutch East Indies, Kingdom Nita then affiliated with the Kingdom of Sikka and Nita itself into Hamente under the leadership of Kapitan Don Pederico da Silva.

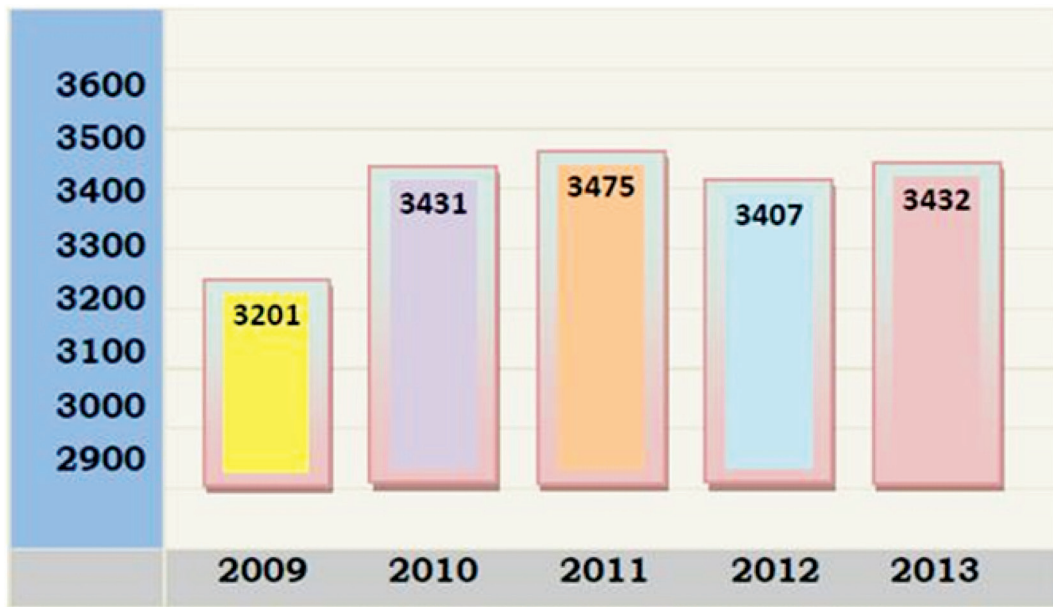
In 1958, the Government of Sikka Regency and Hamente Nita were turned into Nita Sub-District with the first Head was Philip Muda Meak da Silva and Nita Village Head at the time was Hendrikus Gleko Kolit. Below is the list of village heads who have led Nita Village consecutively since it was called Gaya Baru Village up to present:

Table 5.2 History of Village Leaders in Nita

No.	Name	Office	Period	Length of Services
1	H. Gleko Kolit	Village Head	1967 – 1972	5 Years
	Leopold Da Silva	Vice Village Head	1967 – 1972	5 Years
2	Peter Canisius	Village Head	1072 – 1978	6 Years
3	Aloysius Sina	Village Head	1978 – 1986	8 Years
4	Samuel Amadeus	Village Head	1986 – 2000	14 Years
5	YN Cyril D. Gobang	Village Head	2000 – 2007	7 Years
6	Herman Ranu, SP	Village Head	2007 – 2013	6 Years
7	Anthony B. Luju	Village Head	2013 – 2019	6 Years

Based on the observations by the researcher team, Nita village still displays the very strong characteristics and nuances of rural area. It is indicated by the structure of the village population in Nita Village. Nita village only has a population density of 1.75 people / km ². The population of Nita Village also did not experience any significant increasing or decreasing each year. Phenomenon of ruralization is relatively rare in Nita Village. According to gender of the population, demographics in Nita Village has a quite balanced ratio between the number of males and females.

Table 5.3 Total Populations in Nita Village 2009 – 2013



Sumber: Arsip Desa Nita Tahun 2009-2013

Table 5.4 Total Population by Gender 2009 – 2013

Village	2009		2010		2011		2012		2013	
	L	P	L	P	L	P	L	P	L	P
Bao Loran	563	676	556	666	581	669	551	632	558	635
Flies	370	356	443	465	444	476	426	430	430	442
Tour Orin Bao	648	588	727	574	726	579	755	761	761	606
Total By Gender	1581	1620	1726	1705	1751	1724	1732	1823	1749	1683
Total KK	771		800		809		801		804	
Total People	3201		3431		3475		3555		3432	

As a region that still shows the village characteristics, the main characteristic in Nita Village is the development process based on tradition and culture that have been evolved over the time. Generally, the development activities in Nita Village are based on the principle of deliberation, solidarity and mutual assistance. As the pattern of living together, Mutual assistance upholds the principle of solidarity and fraternity, as well as deliberation as participatory communication models involving all segments of society in the planning and implementation process.

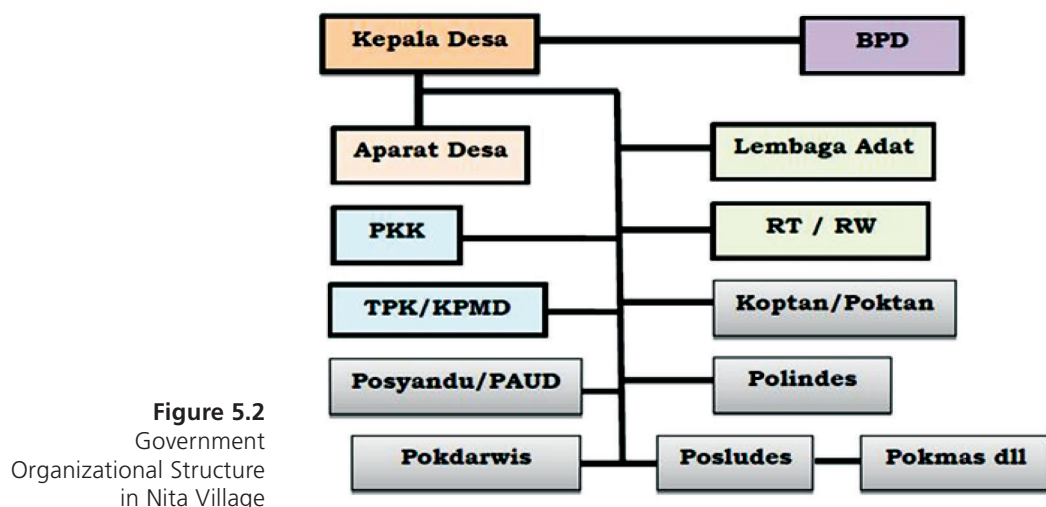
Value of mutual assistance in Nita Village generally still survives and is well maintained. This phenomenon is shown in many areas of life, including in the policy-making process as well as planning and implementation of the village development. The life pattern of mutual cooperation behavior and deliberation are revealed from the actualization of various local wisdom values as follows:

The habit of mutual cooperation in gardening and cultivating lands, the Bhakti Desa activities, construction of resident houses or other public infrastructure and facilities known as 'Sako Seng' or 'Lahi Enduring'.

Participatory habits in customary communities and living together when dealing with the death, birth, marriage and disasters through the ways and efforts of inviting each other or 'Gaging Gatang', visiting each other or 'Dulu Dalang' and the friendship bonds or 'Imung deung'.

Policy through deliberation and consensus in decision-making in various communal activities as well as problem solving on other public problems through communication 'Kula Babong' or 'Bibo Babong' together.

Values of local wisdom accommodations in society in the development process are also demonstrated by the involvement of customary institutions in the formal structure of village government organization.



The development process that upholds the of local wisdom values has successfully led to various development outcomes both physical and non-physical..

Table 5.5 Physical Activity and Non-Physical Development Village Nita by 2013

No	Development Activity Type	Information
I	Physical Development	
1	Land Acquisition / Land Village	APBDes / Governmental
2	Development and Restoration Village Office	APBDes / Governmental
3	Development Polindes / IHC	PNPM-MPD
4	Roads / Rabat Village Road	PNPM-MPD / PPIP
5	Opening of Road Farm	APBDes / Governmental
6	Construction of Rural Drinking Water Storage	APBDes / Governmental
7	Construction of the Village Street Lighting Advice	APBDes
8	Construction / Restoration of the House Residents	APBDes / Budget
9	Other Public Facilities Development	APBDes / Budget
10	Infrastructure Development / Superstructure etc	APBDes / Budget
II	Non Physical Development	
1	Strengthening Venture Capital Group / Citizen	APBDes / Budget
2	Fund Utilization UEP / SPP	PNPM – MPD
3	Institutional Capacity Training	APBDes / Budget / NGO
4	Improved Quality of Public Education	APBDes / Budget

5	Public Health Quality Improvement	APBDes / Budget
6	Improved Quality of Public Economy	APBDes / Budget
7	Improved Quality of Social Culture	APBDes / Budget
8	Social Assistance RTM / RTSM / MBR etc	BLM / BLSM / Bansos etc
9	Improvement of Public Welfare	PKH / Raskin etc
10	Other Community Empowerment Program	APBDes / Budget / BLM etc

Basic services and public facilities in Nita Village also look very adequate and support the lives of the villagers. It can be seen from the quality of health, education, economic, social culture, facilities and infrastructure in the village of Nita as follows:

In the aspect of education, most of the residents have a formal education at all levels. Development in education sector is increasingly advanced by the phenomenon of an increasing number of residents with college education. In addition to improving the quality of basic education, was built educational facilities from pre-school up to junior high level in Nita Village.

Table 5.6 Total Population by Education level in Nita Village 2009 – 2013

No	Category	Year / Total number of People				
		2009	2010	2011	2012	2013
1	No / Not going to school	297	373	410	333	376
2	Not Completed in Primary School	330	434	435	420	418
3	Elementary School	768	894	885	915	898
4	Junior High School	522	627	628	501	501
5	High School Graduate	637	754	759	711	715
6	University	322	349	352	524	523
7	Diploma III	58	63	64	29	29
8	Diploma / Academy	30	36	36	77	77
9	Diploma IV / S1	291	230	232	403	402
10	S-II	18	20	20	16	16
11	S-III	-	-	2	-	2
Total		3201	3431	3475	3407	3432

Table 5.7 Total Education Institution in Nita Village by 2013

No	Educational Institutions	Amount	Place / Location
1	Heading Early Childhood Education	3	ECD Dahlia
			ECD Melati
			ECD Rose
2	Kindergarten	3	TKK Fransiscan
			TKK Nita 1
			TKK Nita 2
3	Primary School	2	SDK Nita 1
			SDK Nita 2
4	Junior High School	2	SMP Negeri 1 Nita
			SMPK Kimbul

Related to the health development aspect, Nita village has equipped itself with various health facilities such as Public Health Centers, Village Polyclinics, Integrated Health Center, up to the village pharmacy.

Table 5.8 Total Health Facilities in Village Nita By 2013

No	Health Facility	SK Name	Location/ Hamlet	Total
1	PHC	PHC Nita	Bao Loran	1
2	Inpatient	Nita Ranap	Bao Loran	1
3	Polindes	Nita Polindes	Flies	1
4	IHC	IHC Dahlia	Flies	3
		IHC Melati	Tour Orin Bao	
		Posyandu Mawar	Bao Loran	
5	Clinic	BP St. Elisabeth	Tour Orin Bao	1
6	Pharmacy	Pharmacies St. Elisabeth	Tour Orin Bao	2
		Pharmacy Olivia	Flies	

In economic aspect, Nita Village has a high focus on the development of cooperatives and SMEs. The focus on cooperatives and SMEs can be seen from the establishment of *Usaha Bersama Simpan Pinjam* (Joint Savings and Loans) and other financial institutions, home industry sector and business development in agriculture/plantation and livestock.

Nita Village also has the availability of infrastructure and facilities in the region or very supportive infrastructure and superstructure. Roads and drainage, residential area, clean water facility, energy and mineral resources, telecommunications and information facilities and access to transportation in general have been able to meet the needs of the village community.

Table 5.9 Development Level of Rural Roads and Drainage Nita by 2013

No	Information	Type	Amount
1	Village Road / Environment	Aggregate	2 Km2
2	Village Road / Environment	Rabat Concrete	3 Km2
3	Farmer Business Road	Soil	1.5 Km2
4	Channel / Drainage	Permanent	1 Km2

Table 5.10 Road Condition in Nita Village by 2013

No	Commentary	Road / m2	
		Village	Farm
1	Surface type		
	Be Paved	1001	-
	Rabat	2000	-
	Soil	800	1500
	Not Listed	-	-
2	Road Condition		
	Good	300	
	Moderate	500	2000
	Broken	1001	
	Heavy Damage	500	

Although until 2013 various aspects of development in Nita village had been at a fairly high level, various forms of innovation development have actually been developed rapidly since 2014. From the perspective of development management, innovations that have been emergence in Nita Village were actually originated from the village Medium-Term Development Plan (RPJMDes) of Nita Village Year 2014-2019. The development plan refers to the mainstreaming in the village development planning which covers governance, service quality standards, integration of mandatory and necessity affairs, planning and budgeting that 'go public' and responsive to social and attention to cultural character environmental conservation.

The Medium-Term Development Plan of Nita Village year 2014-2019 has been compiled based on five important and urgent issues that need to be overcome in the development planning, namely:

1. The increase of socioeconomic gap in the community with high number of poverty and early unemployment due to lack of activity and work productivity and limitation of job opportunity.

2. The downturn of creative economic business and productive community due to lack of knowledge, capital and access to capital and the lack of supporting infrastructure facilities.
3. The decrease of accessibility into education and health services as well as the poor quality of biotic and abiotic environment.
4. The decline in the quality of public services and the level of community and youth participation in development.
5. Decreasing level of the environment security and order due to the impairment of understanding towards culture, religious norms and customary law as well as the accretion of social conflict potential.

These issues were then interpreted into a long-term vision which was “Reaching the Harmonious Developing Village”. This vision was later formulated into the annual vision of sustainable development in Nita Village, namely Legal Aware Village, Village Tourism, Community-Based Total Sanitation Village (STBM Village), Standby Village / Healthy Village, Children-Decent Village, and Legal Aware Village.

Based on the very specific annual vision, since 2014 have appeared various innovations of development in Nita village, the phenomenon of these various innovation emergence became the focus that is interesting to be studied. Limited resources available in the village especially Natural Resources resources do not become obstacle for Nita Village to innovate. Although the Nita Village Budget (APBDes) in 2016 has reached Rp. 1,198,672,356.001, Nita is classified as a village with minimal human resources compared to other villages. Nita does not have a relatively spacious plantation area to produce various plantation commodities. Besides, the commodities in Nita village are only copra, cocoa and cashew nut. Nita Village also does not have a natural potential to support tourism activities. The only potential for tourism in Nita village is the presence of 14 Catholic Monastery, one of which was visited by Pope Yohanes Paulus II.

Figure 5.3
Award for Nita Village as
the Winner of Villages
Contest Regions of
Papua, Maluku and NTT
in 2016



With the budget details of the Village Governing Administration (Rp. 453.740.275.00), Implementation of The Village Development (IDR. 332,134,081.00), Village Community Development (Rp. 45.444.000.00), Village Community Empowerment (Rp. 367.354.000.00)

In addition to various forms of innovation in Nita Village, attention to the activity of innovation research in the village today is very important. If not accompanied by creativity and innovation, the financial resources currently focused on the village development will actually have a risk not to be allocated effectively and efficiently. Without innovation, a variety of village potential which could have optimized will also not affect significantly and positively on the society welfare. Through the efforts of the research that have been conducted by the research team it can be understood that Nita village has been able to come up with innovations to address the strategic development issues. To provide a better understanding towards best practices of the village development innovation, this chapter will describe the various components of the development innovation in Nita Village, including forms, driving factors, process and innovation impact.

5.2 Forms of Innovation Village

Through research step, was obtained a description of the various forms of innovation in Nita Village. Fundamentally, Nita Village can be catergrized as an innovative village because of the diverse innovations produced which are implemented in various sectors of development. The forms of innovation in Nita Village can be described as follows:

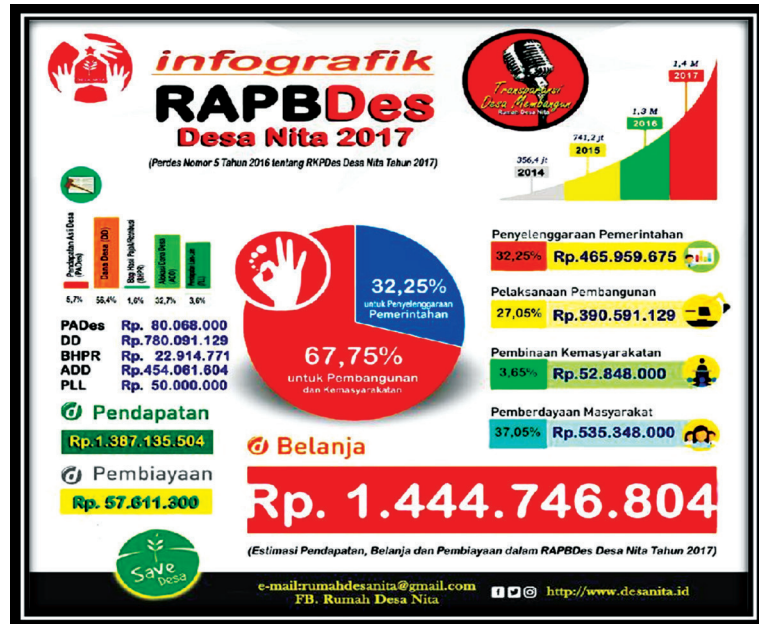
5.2.1 Transparently and Accountably Village Budgeting and Planning Development Process

Governance transparency and accountability has currently been the main focus of the government, including the village government. At the level of village government, transparency and accountability in budgeting has become one of the important issues to ben concerned. The urgency of village budgeting was encouraged by the fund transfer from the state budget resources to the village government. Transparency and accountability as control of budget realization in the village are important tools to ensure effectiveness and efficiency of funds utilization.

Relating to budgeting transparency and accountability, Nita Village has included in the first mission of 2014-2034 Long-Term Development Plan (RPJPDs), which is: "Creating Nita village which applies the principles of good governance and go public in the planning and implementation of the village development." The mission was later implemented in the form of innovation in Nita Village budgeting process.

One of the methods to encourage budget transparency and accountability is to initiate a broad public participation or involvement in the development process and the

Figure 5.4
Infographics of Nita
Village Budget Uploaded
to Facebook Social
Media



budgeting of the village. The village head observes that transparency and accountability in budgeting are difficult to be carried out if the community does not participate. All this time, participation is still a major problem encountered in Nita Village so the initiation of community participation is the most important thing to do.

Initiation of participation is done by displaying the Village Budget (APBDes) in a huge banner at the homepage of Nita Village. In addition, the entire community also receives reports of village budget allocation in the form of leaflets delivered by the village government. In 2017 Nita Village has even begun presenting Village Budget Plan (RAPBdes) through social media. Through these efforts, participation arises in the preparation of Village Budget (APBDes). Participation in the budgeting was also initiated by the village head by inviting NGO Wahana Visi Indonesia (WVI) to provide guidance in village democratic process.

Prior to the implementation of the Village Development Plan Deliberation (Musrenbangdes), the children were firstly gathered to formulate a development orientation that is beneficial to them. This process is intensely accompanied by WVI. Specifically, WVI also provide assistance to improve the children skill in delivering opinion in the Village Development Plan Deliberation (Musrenbangdes) forum. After the development aspirations are formulated, the children are then invited to the Village Development Plan Deliberation to convey their desires in the village development.

5.2.2 Children participation in Development Planning Deliberation (Musrenbang)

Innovation in form of innisiative participation in development process has not been conducted in Nita Village by involving community in budgeting process. Attention has also been given towards the existence of children in Nita Village. This attention is manifested in form of involving the children in particular way in the process of village development deliberation.

Prior to the implementation of the Village Development Plan Deliberation (Musrenbangdes), the children were firstly gathered to formulate a development orientation that is beneficial to them. This process is intensely accompanied by WVI. Specifically, WVI also provide assistance to improve the children skill in delivering opinion in the Village Development Plan Deliberation (musrenbangdes) forum. After the development aspirations are formulated, the children are then invited to the Village Development Plan Deliberation to convey their desires in the village development.

The innovation arises from the village chief consideration that development should be implemented inclusively and not diskriminatively. To accommodate this, the annual vision of Nita Village was formulated as the Village that decent for children. The development must be able to support all the children activities, because they are the next generation of the village development. A number of facilities such as art galleries and skills came from the children's participation in the development Nita Village. The facilities are used for the children to learn and develop their talents.



Figure 5.5
Development
Deliberation of Forum
Anak Nita (FANTA)

5.2.3 Community Based Total Sanitation Program

Community-Led Total Sanitation (STBM) is actually a program launched by the central government in order to improve the quality of public health through the provision of adequate sanitation. Even this program is a mandate from the central government, the government of Nita Village has implemented this program in innovative way.

This innovation is implemented by creating competition on building family latrines. Each family was asked to build toilets which would be judged in terms of health and

other various aspects. Through these efforts, the community was motivated to build family latrine. The community initiative in building latrines which was previously constrained then actually arose through this competition.

Innovations related to Community-Based Total Sanitation also utilize cultures or local wisdom of the communities. The the installation of Sewers did not only rely the funds available but actually built on the basis of local wisdom of mutual cooperation or Gaging Gatang which means inviting each other. Based on this local value the sewers can be built collectively.

5.2.4 Revitalisation of Village-Owned Enterprises (BUMDes)

The existence of BUMDes is one of the conditions that is expected in the village by the central government. Each village is given the authority and flexibility to manage business entities in order to achieve prosperity in the village of Nita masyarakat. Village-Owned Enterprise in Nita Village has actually been established since long time ago. Nevertheless, VOE got a thorough attention and was included into village government innovation area in 2016.

Based on data obtained from the village government, various forms of cooperatives have emerged in Nita. Various village cooperatives that have been initiated by the government together with the village community are still directed to the credit services. The implementation of cooperative affairs in Nita Village can be seen from the increasing number of cooperatives and cooperative prototype or group of UBSP/SPP until 2013, which has reached to 18 units. Of these are 4 units of cooperatives that have been legalized and 13 pre-cooperatives or UBSP/SPP that has not been legalized.

Various cooperative in the village of Nita were established to support the community economic efforts. When SMBs or SMEs belonging to society is about to enlarge the business scale, they can make a capital loan at very low interest. Here are the various types of businesses owned by the community in Nita Village:

Table 5.11 SMEs in the village Nita by 2013

No	Type SME / MSME	Amount
1	Store	4 units
2	Stall	38 units
3	Shop	4 units
4	UD Commodity / UPH	4 units
5	Milling / Heuller	4 units
6	Poultry Broiler / Layer	7 units
7	Bilyard	1 unit

8	Beauty Saloon	1 unit
9	Wood Joinery	1 unit
10	Motorcycle / Engineering	3 units
11	Tire Repairs	5 units
12	Kiosk Phone / Mobile	5 units
13	Photocopy	3 units
14	Cable TV	1 unit
15	Tent Rental, etc.	2 units

In 2016, the village head realized that VOE and cooperative in Nita village of Nita must support the community business significantly. The idea was revealed to the annual vision of Nita Village namely the the Village Cooperative. Another important value that must be considered in the implementation of VOE is the necessity to support the efforts for development and public welfare. Through deliberation with the villagers, innovative forms of VOE that are formulated not only engaged in the service of capital loan.

One of the innovations in organizing VOE in Nita Village is implemented by building facilities for processing cocoa. While previously the villagers only sell dried cocoa beans to agents, then through VOE the cocoa beans are expected to be processed into products which have higher selling value such as cocoa powder which is ready for brewing. The government of Nita Village also manages the village markets as part of the VOE work focus to ensure the sustainability of the public economy.

In addition to the empowerment of public economy, the management of VOE in Nita Village is also directed to ensure the welfare of the community, especially the health field. This effort can be seen from the construction of a pharmacy that includes in the form VOE in Nita village.

5.2.5 Equitable Health Services

Culture held by the community does not have orientation on the use of medical personnel to overcome health problems has encouraged the government to innovate in health field. Many health problems get ineffective treatment because people are reluctant to come to the village midwives. Based on these problems, the village head took the initiative to equalize health services.

The shape of health care innovation is done by giving the midwives not only at the village level but also in the hamlets. Each village midwife is responsible for public health in the village in their hamlets. The midwives' function is not only focused on health care, but also the promotion of healthy living. Proactively, the village midwives do not only work at the village polyclinic, but also visit the resident's houses to provide an understanding of healthy living.

5.3 Driving Factors of Village Innovation

The successful Innovation in Nita Village is not apart from various driving factors. The Leadership, the existence of local wisdom and the collaboration with external parties have become factors that support the emergence of innovation in Nita Village. Interesting finding from analysis of driving factors in creating innovation is the limited Natural Resources which does not become obstacle but actually encourages the creation of innovation. More comprehensively, the factors can be explained as follows:

a. Innovative, Open, and Visionary Leadership

Nita Village Head, Anthony B. Luju has a clear long-term vision as well as open and innovative leadership. This tendency has been proven from the vision and mission as outlined in the Medium-Term Development Plan Year 2014-2019 of Nita village. Based on general overview of the regional condition and community that refers to law and regulation applied in national and regional development plan system, or particularly refers to Regional Medium-Term Development Plan of Sikka Regency Year 2013-2018 as a guide to adaptive planning and implementation of the village development, then was designated Development Vision of Nita Village which is "REACHING HARMONIOUS DEVELOPING VILLAGE ". This vision is part of the common vision namely "The Manifestation of Harmonious Developing Nita Village Actively, Creatively, Participatively, Dynamicly and humanistically".

Achieving harmony is interpreted as a united that is entirely and inseparably from the community of Nita Village in a large family ties in harmonious village house. The meaning of harmony emphasizes on the perfection of living together to create policies and virtuous wisdom between the village government and all components of the community and village stakeholders in governance, development and community empowerment. Interpretation, meaning and values of harmony or harmonization are dreams and the highest pretensions which should be achieved in living together.

Figure 5.6
Long Term and Annual
Vision of Nita Village
Always Being Slogan in
Events



Developing village, interpreted as an effort to encourage the spirit and the ability of the village and community to manage, utilize, empower and develop all the potential of village resources actively, creatively, participatively, dynamicly and in humanistically way for the achievement of common welfare. The meaning of developing village is more directed at increasing public participation independently, spontaneously and using self-management in the planning and implementation of the village development autonomously and independently.

In order to manifest the vision of "Reaching the Harmonious Developing Village", five village development missions are set as follows:

- a. Enhancing Capacity and Capability of Apparatus in the village development Service and Partnership** is interpreted as an attempt to increase the capacity of the village government apparatus and its stakeholders villages of BPD (*Bank Pembangunan Daerah*) along with *Layanan Keuangn Digital* (Digital Financial Service)/ *Lembaga Pemberdayaan Masyarakat Desa* (Village Community Empowerment Institution)as important partners in performing the governmental task and the village development in accordance with executive *Tugas Pokok dan Fungsi* (Main Function and Assignment), legislative and judicial fairly, honestly, conducively and social responsively.
- b. Improving the Efficiency and Effectiveness of the Development of Natural Resources Potentials and The Village Creative Economy** is interpreted as an attempt to optimize the development and utilization of natural resources potentials in the village appropriately and efficiently for the village development. The superior sectores as the village's potential including plantation, Tourism and Creative Economy are expected to become the power for social and cultural as well as the economy development of the village community.
- c. Improving the Quality and Quantity of Participatory of the Village's Human Resources** is interpreted as an effort to improve the quality of education, health, economy and social culture through the improvement of community participation and social partnerships as well as other third parties in planning and implementing the village development actively, creatively, participatively, dynamicly and humanistically based on targeted and 'go public' development planning, based on justice and democracy as well as mutual cooperation and deliberation for consensus.
- d. Enhancing Facility and Accessibility into The Village Basic Facilities and Infrastructure** is interpreted as an effort to increase the availability of the village infrastructure and superstructure that are adequate for the basic and main facilities and infrastructures in the empowerment, development, management and utilization the potential of natural and human resources of the village.

e. Increasing the Youth Participation as The Village Updating Agent is interpreted as an effort to develop and empower the potentials of talents and abilities as well as creation and creativity of the youth as the next generation in achieving the nation's goal in general and the future of the village in particular in all village development activities through unifying vessel that is Karang Taruna (The Youth Organization) as a medium to internalize the mental and spiritual values, to develop the talent and creativity, and to tighten the sense of solidarity and sportivity among the youth and the community independently and sustainably.

The strategy built to support the implementation of the Vision and Mission set out in 5 (five) pillars embodiment of harmony villagers built, namely:

- 1) Maximizing planning and implementation program of the village development in order to improve cooperation and deliberation for consensus between government apparatus and the community through a communiqué 'KULA BABONG'.
- 2) Building a communicative intercultural communication and cross-sector and other third parties in community empowerment and development potentials of natural and human resources through a communiqué 'GAGING GATANG'
- 3) Increase the community participatory in all planning and implementation activities of the village development as well as other independent businesses through a communiqué 'LAHI LEKANG'.
- 4) Increasing awareness of social cultural and religious in the community dynamicly and humanically through a communiqué 'DULU DALANG'.
- 5) Maximizing the role of the youth in public life and village development activities in developing talent and ability, creativity and creation through a communiqué 'IMUNG DEUNG'.

b. Utilization of Local Wisdom

In addition to the visionary and open, Nita village head also take advantage of the presence of local wisdom in carrying out development innovation. Communiqué kula babong is the traditional values that can be understood as a habit of dialogue or discussion 'Bibong babong' through a deliberation forum between families or individuals, between residents or communities, between villages or regions and between social institutions to explore ideas, notion, recommendation and suggestions in specific decision or determination of an agreement and policies together. Then Communiqué Gaging Gatang is understood as an invitation or one another between the residents or individuals to participate in a process of construction, development or implementation of certain activities. Such activities are conducted jointly in a spirit of mutual cooperation

for mutual assistance and supporting each other, or so-called 'Lakang', including in unity to solve a particular problem. This pattern is understood and referred to as a form of communiqué Lahi Lekang

in addition, the communiqué Dulu Dalang is also understood as a habit of visiting each other, families or residents within the framework of establishing communication and coordination or specifically is intended to build friendly relationship and togetherness, kinship-like relation or known as Imung deung, Kula Babong, Gaging Gatang, Lahi Lekang, Dulu Dalang and Imung deung which will be put forward by the village government in the overall process of planning and implementation of development at the village level, governance and specifically the application of The Village Medium-Term Development Plan in order to achieve targets and objectives of the development.

c. Role of Wahana Visi Indonesia Social Foundation (WVI) in Flores Area

Wahana Visi Indonesia is a Christian social foundation working to create sustainable change in lives of children, families and communities living in poverty by strengthening village democracy. In partnership with Nita that has been established since February 2014, Wahana Visi Indonesia has taken the role of delivering advocate for health and nutrition programs for mothers, infants and children. Advocacy will be carried out continuously by providing an understanding as wide possible to the public, especially concerning the government policies on health development.

Wahana Visi Indonesia realizes that the government is obliged to meet the public needs. But practically, this role has not been run optimally because of the various limitations and constraints such as budget, human resources, and commitment. On the other hand, the public also has not been aware of their rights. In fact, people often do not care about the development in health sector. Wahana Visi Indonesia understands that the governments and communities must meet, collaborate and elaborate, to deal with and solve the challenges of health development. Therefore, Wahana Visi Indonesia will implement this project by becoming a facilitator to respond the health and nutrition problems for mothers, babies and children.

d. Limitations of Natural Resources

Innovations generated Nita Village did not arise from the availability of abundant resources. Limited resources in some sectors have in fact encouraged Nita Village to innovate. For example, the limitations of Natural Resources in Nita Village have led to innovations in VOE revitalization engaged in the business of cocoa beans processing.

Compared to other villages in Sikka Regency, Nita Village tends not to have natural resources to support economic activity. Other villages in Sikka Regency are coastal villages with beaches which then become a prime commodity of economic development

in tourism sector. From the natural condition of geographic and territorial topographic, Nita Village has dynamic land and climate. The land condition and use are dominated by idle land of 0.80 km² which can only be used for agriculture and plantations in small or medium scale.

These limitations has then encouraged the emergence of innovation in economic development which is not only based on agriculture and plantation commodities but also oriented to ready to use products that have more value added. The community in Nita Village can not rely on the limited scale of cocoa beans produce, therefore through VOE, the village government sets up the place for processing the cocoa beans into instant chocolate drink.

5.4 Rural Innovation Process

The innovation process in the village of Nita derives diverse causes. The Innovations were begun from the existence of certain problems, the program launched by the central government to the goals or orientation of the development of the village head himself. Nevertheless, it can be said that most of the innovatiosn in Nita Village appeared because of the initiation of the village head. The innovation process in Nita Village can be explained as follows:

a. Transparent and Accountable Budgeting and Planning Process in The Village Development

The innovation in the form of transparent and accountable budgeting and planning process development was started from the phenomenon of low community participation in the village development. Previously, the community was not actively involved in various deliberation forums which were conducted by the village to determine development priorities and technical implementation. The village government can be said to be the main actors in the planning and implementation of development efforts.

Based on this phenomenon, the head of the village was looking for strategic ways to change people's behavior to be increasingly more participative in the process of the village development. To support this effort, the village head analyzed the conditions and found that the values of local wisdom *Dulu Dalang, Gaging Gatang, Imung Deung, Lahi Lekang, Kula Babong* were no longer conducted in the village. The community began to forget the local values in their every day activities

Conditions where values of local wisdom were no longer actualized then provide an opportunity for the village head to innovate. The values of *Dulu Dalang, Gaging Gatang, Imung Deung, Lahi Lekang, Kula Babong* were then placed as the main motto of the village development. The village head reappoint these values in many occasions



Figure 5.7
Participation is Also
Demonstrated at
Various Competitions in
Celebrating 50 Years of
Nita Village

and ways during interactions with citizens. Through these steps the level of community participation in development was then increased.

To strengthen the participation and effectiveness of the village development, the village head did not only reappoint the values of local wisdom but also maintain the collaboration with the community through the implementation of transparency and accountability principles in the development budgeting and planning. The village head invited WVI NGOs to smooth this effort.

The open-minded of the village head upon the other actors has then led changes to the transparency and accountability aspects of budgeting and planning for the village development. To fulfill the principles of transparency and accountability, were conducted a number of innovations which are the village development plan deliberation that preceded by forum at the neighborhood association (RT) level. At this stage the development planning and budgeting efforts have already been conducted. Transparency and accountability are also built with openness of budgeting village (APBDes) via banners and leaflet consisting of budget details given to all the villagers.

b. Children Participation in the Development Plan Deliberation (Musrenbang)

Children Participation in Village Development Planning Deliberation is an innovation that begins from the head of village vision. The village head wants inclusivity in the development process. Inclusive groups should not only be accommodated as development goals but should also be placed as subjects in the development planning process.

Based on these ideas, development activities should also not be directed as a business process for adult community. Development inclusiveness needs to be built by involving the children groups. Children should also get benefit from the development undertaken in the village. The focus of development is very important because the group of children is a generation that needs to be empowered in order to improve the welfare of the village in the future.

Great attention to the children in the subsequent development is reduced in the annual vision of Nita Village that is Children village. The vision illustrates the orientation of the village development that must have an impact on the children welfare. Through this vision the village development is not only directed to improve the children welfare but also positioned as a place for children empowerment.

To fulfill this vision, NGO WVI intensively assisted the group of children in Nita Village. Before the Village Development Planning Deliberation (Musrenbangdes) was implemented, the children's consensus development step had been initiated. In the forum the children actively discussed the development issues that became their needs. The formulated development proposal subsequently submitted at the Village Development Planning Deliberation (Musrenbangdes).

c. Community-Based Total Sanitation Program

In contrast with the two innovations processes described previously, Community-Based Total Sanitation or Sanitasi Total Berbasis Masyarakat (STBM) was not really an innovation that begins from the initiation of the village government. STBM is a central government program directed to improve village's sanitation level. This program put the village communities as the main actors on sanitation development planning and implementation in rural areas.

Regarding to the program characteristics that required a central position in the community, the village head seeks the ways to realize the program. The biggest obstacle to realizing STBM in Nita Village is the lack of people participation. Based on these findings, the village head efforts are then focused on changing the behavioral aspects of society.

Basically, there are two steps triggered by the village head which are developing the external and internal motivation of the community. The external motivation was grown by implementing the construction of family latrines in a competition format. The internal motivation was grown by highlighting the value of local wisdom '*dulu dalang*' or visiting each other. Intensively, the village head visits the people's home to explain the benefits of sanitation. Furthermore, was conducted '*gaging gatang*' or inviting the residents to build family toilet

d. Village-Owned Enterprises Revitalitation

The Natural Resources limitations in Nita Village compared to the other villages became the basis of Village-Owned Enterprises revitalization efforts. The village head realized that in order to improve the community economy, the natural resources limitation must be supported by good community-based business management. Prior to VOE revitalization efforts, it had been initiated cooperatives served to support the business capital. Nevertheless, the head of the village thinks to encourage the existence of cooperatives or business groups based on specific business types to achieve efficiency.

In addition, the village head as a leader wants a high value added from the various products of the community business. The village head has a vision that the community must control the business activities from the beginning to the end. In order to make this desire into realization VOE becomes an important instrument in assisting the control of the downstream businesses activities by the community.

Based on the mindset, various types of business were built as VOE in Nita Village which are the cocoa bean processing services. Before the VOE unit was established, the community only sold dried cocoa beans produce. After the cocoa bean processing unit is established, the community is expected to gain larger profit because the ready-to-drink chocolate powder has higher value-added.

Another focus that becomes the village head's concerns associated with VOE is that it should be able to support the village government efforts to improve the basic services. Based on this aim, the village market then becomes part of VOE working field. Village markets need to be managed to ensure the sustainability of the community's needs supply. Besides, VOE in Nita Village is also directed to manage the village pharmacy. The availability of village pharmacies managed by VOE is expected to improve basic services in Public health sector.

e. Health Services Equity

In addition to the VOE that have the task of managing the village pharmacy, the village government's attention to health also directed to overcome low community health behaviors. When people suffer from an illness, they are reluctant to see the village midwives or other medical personnel. Besides, the pattern of the community daily life does not show sufficient care insight.

Considering that fact, the village head took the initiative to strengthen the village medical personnel. The steps taken by the village government was to increase the number of midwives. Where previously there was only one village midwife, the village head recruited three midwives who were responsible for public health in three hamlets in Nita Village.

The Hamlet midwives are not only assigned to provide medical care but also obliged to form a healthy family lifestyle. This effort is done to achieve the vision of 'siaga (Stand By) village'. Intensively they conduct monitoring and socialization of healthy living behavior by visiting the resident's houses. This step is performed in Order to prevent the possibility of endemic disease and malnutrition in the community.

5.5 Analysis of the Village Innovation Impact

Various innovations that emerged in Nita Village brought a number of impacts and not only felt by the society but also by the village government. For the community, the innovations that emerged had an impact on improving aspects of development such as economic and health aspects. In addition, the stronger village government democracy was created based on participation, transparency and accountability. More comprehensively, the impact of innovations in Nita Village can be explained as follows:

a. Transparent and Accountable Village Budgeting and Development Planning Process

Efforts to encourage the transparent and accountable village development budget and planning have succeeded in increasing the society participation. The the community who was previously apathetic then became very pro-active in engaging themselves in the development forums such as deliberations at level of Neighbourhood Association (RT) / Community Association (RW), hamlets and Village (Musrenbangdes). Moreover, the community involvement has been increasing in various development activities based on mutual cooperation.

This phenomenon also becomes evidence on the high public trust upon the village government. This impact is the subsequence that cannot be separated from the focus of village government work that not only aims to accountability for various regulations but also to actualize social accountability. Budget transparency through the leaflets distributed to all villagers becomes a form of accountability implemented by the village government to the village community.

b. Children Participation in Development Plan Deliberation

The specific impact from the innovation of children participation in the development planning deliberation (musrenbang) is the formation of village development programs oriented to children. Based on the deliberation results, was formed a creativity center that becomes a platform for the children to develop their talents in the arts field. The studio also becomes a space for children groups to learn and practice developing discussion skills in formal forums.



Figure 5.8
Kids Dancing Practice at
the Yard of Art Center

Another impact arising from the innovation of children's participation in musrenbang is the increasing ability and culture of children in expressing opinions in front of the forum. Through assistance from WVI, the children groups have confidence and are able to construct their ideas in official forums. They have a new culture that is not shy, reluctant or even apathetic to get involved in the village development process.

c. Community-Based Total Sanitation Program

Innovation of Community-Based Total Sanitation program managed in competition format and based on local wisdom has been able to create the availability of family latrines and sewerage (Saluran Pembuangan Air Limbah - SPAL). The existence of family latrines has affected on the formation of healthy living behavior in the community. They become give more concern on health by changing the defecation behavior. The SPAL also contributes to the environment improvement. The residential area has become cleaner because the household sewer can be managed better.

d. Revitalization of VOE

The revitalization of VOE in Nita Village has resulted in a number of diverse impacts. The first impact felt by the community is the increasing of the economy level. Through the presence of the cocoa seed management facilities, public plantation business has become more efficient. Downstream products in the form of ready-to-drink chocolate powder are capable to increase business profits because it has higher value-added than dried cocoa seed.

Another impact that arises from the revitalization innovation of VOE is the sustainability of the supply of household needs. Village market managed by VOE is able to guarantee the availability of various commodities needed by households. Through this

step, the merchant community also benefits from better collectively managed markets. The market environment becomes cleaner and more order.

Village pharmacy that becomes one of the VOE business types has also affected on the improving health services. Through the presence of village pharmacy, the availability of medicine needed by the community become more secure. The community is no longer difficult to obtain various medicines needed because they are available and affordable.

VOE revitalization also has a big impact for the village government. Various types of businesses owned by VOE are able to increase the number of Village Original Income. This innovation can also help accelerate the village development efforts due to economic growth, health and welfare improvement.

e. Equity of Health Services

Equity of health through the procurement of midwives at hamlet level has affected on the improvement of healthy living behavior among the community. Through intense socialization conducted by the midwives, was formed the community living behavior which pays more attention to health aspects. In addition, proactive efforts delivered by the midwives have also affected on the monitorable Nutrition and public health quality. The Hamlet Midwives visit to the residence houses also help the efforts to prevent various types of diseases such as dengue fever, typhoid etc.



Figure 5.9
Midwives in Nita Village
and Hamlet

5.6 Conclusions and Recommendations for the Investment of Village Development

Based on the analysis conducted upon the best practice of development innovation in Nita Village, it can be concluded that leadership is a key factor determining the success of innovation. Although based on a variety of backgrounds, most forms of innovation created derived from the initiation of the village head. The visionary and open leadership of the village heads is an important characteristic to drive the innovations. This leadership characteristic can be understood to be a capital for innovation process in Nita Village. This learning is reinforced by the phenomenon of Natural Resources limitations available in Nita Village. The limited resources do not become obstacles for the village head to innovate instead trigger the emergence of creativity and innovation.

The innovation process of development that has been taking place in Nita Village confirms that innovation does not always arise from the availability of resources. Limited resources actually generate to creativity to solve the problems. When creativity is supported by an open leadership characteristic, development innovations then emerge as an answer to the problems faced. In addition to the problems, development innovations emerged in Nita Village also generated from obvious aims, expectations or visions. Visionary leadership in this case has a very important role. In order to transform the conditions, a leader needs to have clear targets and descriptions of the conditions to be achieved by his village.

Through the research and analytical steps that have been conducted, it can also be understood that the local wisdom values play an important role in increasing community participation to generate village innovation. Interesting lesson found in Nita Village is that wisdom as the capital of innovation is not always in a state of sustainable and ready to be utilized. The local wisdom of the Nita community which are the value of 'Kula Babong, Gaging Gatang, Lahi Lekang, Dalang and Imung Deung' need to be re-empowered to become cultural capital in creating the village innovation.

Local wisdom that has been positioned cultural capital has been proven to be able to generate various forms of innovation in Nita Village. Values of local wisdom as the basis of the innovations have actually managed to enhance the level of community engagement. The high level of community participation then affects to the increasing of trust towards the village government. Collaboration and the innovation continuity then emerge as implication of community trust upon the government.

Based on these conclusions, two important steps are recommended to maintain the sustainability of innovative practices embodied in the village as follows:

1. Institutionalization of Democratic Value-Based Innovation Process

The first step that needs to be implemented is the institutionalization of democratic-based innovation with the operationalization of principles of accountability, transparency and participation. This effort must obviously be directed to the achievement of the village's strategic vision and mission. Although leadership is an important factor in conducting innovation, institutional steps need to be made to ensure the sustainability of innovation without relying on existing leadership characteristics. Institutionalization activities can be done by formulating village regulations (PerDes) directed to regulate the role revitalization and governance system of VOE. Through Village Regulation as a legal umbrella, VOE can not only be positioned as a business entity oriented to the fulfillment of basic services and to get benefits but can also be positioned as the village innovation center organization. VOE needs to be more empowered into units that can collaborate with external parties. This effort is important to be done in order to synergize the development and innovation with external parties such as private parties with their CSR programs, universities with their public service and NGOs with their advocacy program.

2. Revitalizing Local Wisdom in Development Process

The second step that also needs to be considered in order to create the sustainability of village innovation is the revitalization of local wisdom. At this stage the contextualization of innovation by utilizing the village's cultural capital needs to be noticed. Based on the results of research in Nita Village, it can be understood that the values of local wisdom need to be revitalized therefore the participation and collaboration with the community in generating the innovation can be performed. The values of formal local wisdom in formal institution can be operationalized in development activities as well as village innovation. The village head can also revitalize the value of local wisdom through an informal approach in performing leadership. One important thought that leaders need to understand as innovation initiator, that local wisdom is a kind of capital or resources that play a very crucial role. The local wisdom values are cultural capital that can complement even replace the material capital deficit and the potential of natural resources in the process of village innovation development.

VI

DEVELOPING SUSTAINABLE VILLAGE INNOVATION: THE JOURNEY OF SEBAYAN VILLAGE IN REACHING DREAMS

Theresia Gunawan

6.1 Profile and Location of Sebayan Village

Sebayan village is a village located in Sambas Regency -West Kalimantan. The village consists of 3 hamlets namely: *Kampung Senyawan*, *Kampung Sebambang* and *Kampung Sedayan*. In 187, those hamlets merged into Sebayan village. Since the merger of the three hamlets, there have been 4 times replacements of the head village: Mr. Mokminin (1987 -2002), Mr Husni (2002-2007), Mr. Alibarudin (2007-2012) and Mr. Ismet (2012-2018). Besides using Indonesian language as a formal language, the community in Sebayan Village usually uses their local languages which are Malay language and Sambas language.

Geographically, Sebayan village is located in plains area, 2 meters above sea level, with an area width at 1210 hectares and high rainfall. The distance from Sebayan Village to the capital of the province (Pontianak City) is about 230 km (5-6 hours by road). In addition, Sebayan village is also a village located on the educational region, with the existence of Sambas State Polytechnic, IAIS Sultan Muhammad Syafiuddin Sambas and Subur Insani Vocational High School and also state-owned special school for the disability therefore the Village society can easily access education. Sebayan is village also bordering with the other villages, such as:

- In North : Borders with Setalik Village, Sejangkung sub-district
- In South : Borders with Tanjung Mekar Village, Sambas sub-district
- In West : Borders with Tumuk Manggis Village, Sambas sub-district
- In East : Borders with Sumber Harapan Village, Sambas sub-district

To improve public services, Sebayan Village also have several facilities that can be utilized by the residents of Sebayan Village

Sebayan village also have RPJMDes (medium-term development plan) or RKPDes (village government work plan) and the amount of Sebayan Village's RAPBDes (Village Budget Plan) in 2016 is Rp1.123.637.147,00. Demographically, Sebayan Village has the following population composition:

Table 6.2 Sebayan Village in Demographic Number Year 2016

Population Profile	Amount
Female	1,515
Male	1,509
Productive Age	1,331
Children	642
Family Head	892
Disabled	5
Total	3,024

6.2 Village Potrait in Aspects of Food Security, Health, and Sanitation

In food aspect, the people in Sebayan village have adequate food supply, because the majority of the people have a profession as a farmer. Rice Harvested is more than they consume, but the rice harvested is for self consumed, instead of being sold because rice is their basic needs. The rice harvested is stored at their houses. The residents on average have their private land to plant rice, pepper, rubber and palm oil. The produce is managed as follows: rice to be consumed, rubber for daily income (during summer), palm for monthly income and pepper for annual income. Those multi-commodity management is one of good strategies in managing food security on this village.

Access to clean water is a problem faced by the community in Sebayan village. To get clean water, people in Sebayan Village still depends on rainwater. This water access problem is getting worse when dry season comes. The location of Sebayan Village is rather far from Sambas Kecil river, hence the people in Sebayan Village have to use the water from the crocks which accommodate water during rainy season. If the water in the receptacle crocks or well is empty, the people should buy water which is transported by water tank or Regional Water Supply Company (PDAM). The Regional Water Supply Company has reached the village but only a few people can access it. This water issue, needs to get attention and serious assistance from the Regency because it needs to be coordinated with other villages and acquires fairly high cost.

In sanitary aspect, in Sebayan Village, previously many of the residents did not have a latrine but recently they have been participating in toilet training therefore they no longer defecate carelessly. The availability of electricity is no longer a problem for the

residents in Sebayan village, because it has existed in the village since 1983. So as the roads access between villages, recently most of the roads have been paved.

In health aspect, Sebayan village won the first place for Posyandu (Integrated Health Service) competition because the residents have taken their toddlers to get health check and treatment on a regular basis. These posyandu services are given for free, even infants who have finished immunization, are given extra baby food. In addition, Sebayan Village also has a shelter for every mother who wants to give birth and ambulance facility is also available. In this case, this posyandu is driven by local Fostering Family Welfare (PKK) women.

In terms of education, Sebayan village government intensively educates and encourages the children of Sebayan Village to send their children to school until at least they graduate from their high school. Especially in Sebayan Village, they have schools ranging from elementary to university level. To support the education, Sebayan village government has also distributed Prominent Card, Scholarship for outstanding students or underprivileged students to facilitate the community in obtaining education.

On the employment aspect, only a few people in the village who are unemployed, they are usually the elderly or unproductive. There is a Training Center in Sebayan Village, but has not been used. The community hope if the Training Center has been operated, it can be utilized to educate school graduates or the residents who want to work but do not have sufficient skills and knowledges. As an illustration, the Training Center building which is located next to Sebayan Village Office is currently in not feasible condition. The reason is because the construction of this Training Center is not in accordance with technical guidelines. This problem also dragged the former Village Head Sebayan, who allegedly committed a criminal act of corruption in terms of procurement of the Training Center. The case has not been settled in court, so the construction of the Training Center has been delayed.

6.3 The Livelihood in Sebayan Village and Its Challenges

a. Source of Income in Sebayan Village

As a source of livelihood, Sebayan villagers generally cultivate farming, plantation, and services. A large and potential land for growing rice, pepper and rubber is the wealth of natural resources owned by the village. From the potential of those commodities, the best produce in the past five years are pepper and rubber.

Alazmi, is one of the villagers of Senyawan Hamlet, Sebayan village, is one of the movers of farmer groups at his place, for several years he has grown rice crops and planted rubber trees but now he also grows pepper crops because according to him,

planting pepper is now being famous and the single harvest is more profitable than planting the rubber trees.

In addition to rubber, Alazmi had also planted Siam Orange. Unfortunately, because the farmers worked individually instead of in groups, they failed to grow Siam Orange. This failure is also caused by a lack of support from the marketing side of the relevant government agencies. As a result, the effort which developed together with some other farmers has not continued.

Alazmi then pointed out, that the price of rubber for last four years has been below Rp 10.000 / kg so the results received by the community is small and can hardly be relied on to live. Now moving towards to the end of 2016, the rubber price has fortunately increased to Rp12.000 / kg.

In addition to rubber, currently he and his farming group are planting pepper which is considered more profitable in terms of price compared to rubber. With a two-year planting period, pepper plants can generate much higher benefits compared to rubber. The pepper price can reach until Rp 100,000/kg, while rubber is only one-tenth of it, besides the rubber trees need 8 years until its gum can be taken.

Indonesia currently occupies the second position for the world's largest pepper producer after Vietnam. The quality of Indonesian pepper is the best in the world because the specific taste and flavor of Indonesian pepper has its own peculiarities. In the future it is predicted that the domestic pepper consumption will continuously increase along with the proliferation of restaurant and culinary business. The demand of pepper for exports also experienced a significant increase especially for European and Asian markets. The challenge of the pepper industry in Indonesia currently and in the future years is the difficulty to boost the interest of young people to cultivate pepper therefore regeneration of pepper farmers cannot work well. In Vietnam itself, the government is attempting to modernize pepper plantations to attract youth generation to work in pepper plantations (Business News, 2014).

According to Alazmi, the rice crop has actually suffered adversity due to the long dry season which has led to crop failure this year. Rice harvested is on average only for self consumption, not for sale.

The man who is usually addressed as Mr. Azmi has owned 800 pepper plants within the last three years. If it is calculated, one stem can produce at least 1 -2 kg depending on the treatment. It took two years to harvest the pepper for the first time. According to Azmi, to plant pepper trees need seeds, fertilizers (organic and chemical), and insecticide. Pepper, which is included in the horticultural program, now becomes one source that supports the economy of the people in Senyawan Hamlet.



Figure 6.2
Commodity Crops in
Sebayan Village: Pepper,
Rice and Rubber (Left to
Right)



Figure 6.3
Products of Sebayan
Village: Capil and
Songket Fabric (Left to
Right)

Azmi said various agricultural counseling programs had also been held in Sebayan village. The once-a-year training in agriculture was considered as insufficient. Azmi expected that the promotion in agricultural can be improved by the availability of village budget, considering that 80% of the population depend on agriculture.

In addition to Rubber and Pepper plantations, the products produced by Sabayan Village are Capil (Farmer Hat) and songket (Sambas's woven fabric). Making capil and songket in Sebayan village still use traditional methods where Capil is entirely handmade and Songket is still made using manual weaving machine. Capil and songket artisans are complaining about the difficulty in marketing aspects to break through the market. The sales system is to receive orders and sell the products that are produced to the intermediaries which is one of actors in distribution channel between the farmers and artisans to other distributors in market. Due to the lack of information and transportation access, and also lack of negotiation capabilities, the farmers and craftsmen fully hand over their products to the intermediaries who buy the products with low price

b. Problems and Challenges of Sebayan Village Community Business

Although Indonesia has been known as an agrarian country but the problems faced by the majority villagers as farmers is the lack of insight and knowledge about agricultural business elements. The farmers simply follow the traditional way which hereditary inherited or just see how the other farmers do their production activities. This is in line with what shared by Dimiyati (2007) that the activities of Indonesian farmers are still focused on production activities, but have not yet maximally touched the aspects of distribution, finance, human resources and marketing. The roles and the institutions



Figure 6.4
General Issues Faced
by Business Actors in
Sebayon Village

of farmers such as farmer groups, input providers institutions, output collection institutions, Councelling institution and capital institutions also haven't maximalized improving farmers competitiveness.

Those problems also occurred in other business actors in the village. The majority people in Sebayon Village are farmers, but some residents in this village, who are also known as the the artisans of Sambas songket (Sambas's woven fabrics) and Capil (farmer hat), also experienced the same problems which are Weak competitiveness among the business actors in Sebayon village due to problems; low access to the markets, capital problem and less information about market prices.

These problems have led to a negative impact for business actors in Sebayon Village. As a result, they are in a weak position to negotiate the price of their products. The villagers' powerless condition is often worsened by the existence of other parties who just want to take their own advantage on the situation. Because the rural communities have a high dependence on the intermediaries, then the increasing productivity does not a guarantee in providing feasible benefits to villagers

Therefore, in addition to improving the capability of the village community, we also see that the village institutions need to be strengthened. Empowerment the village

institutions such as VOE to be able to serve as a forum to support development and innovation activities in the village by delivering training for villagers, collecting, buying and selling the community's products. Such institutions should be managed by the village government with its community as well as involving the expertise as advisors for the growth of the institution therefore the bargaining power of the villagers will be increasing and leading them into the economic independence.

6.4 Good Practices and Potential Innovation in Sebayan Village

Although Sebayan village has the typical classic problems as the other villages, such as the lack of capital, low quality of human resources, lack of access to markets and low productivity issues, but referring to the field research, we find the potentials for innovation in the village both good practice which has been implemented and good practice development that still can be explored. These are the following of innovations and good practice in Sebayan Village:

- Institutionalization of joint ventures to develop the village economy.
- Management of village information with by utilizing the information technology.
- Visionary and open leadership
- Local culture as a innovation potential for tourist villages development
- Values of local wisdom in Sebayan Village

Below is explained how the innovation process on those fields is implemented in the Village.

a. Village-Owned Enterprises (BUMDes) in Sebayan Village AS an Effort to .Improve the Village's as an Effort to Economic Development

To encourage the independent development at village level, Indonesian government authorized the village governments to manage their own villages. One of the programs initiated by the government is utilizing economic institutions at the village level that is Village-Owned Enterprises (BUMDes). The establishment of BUMDes is aimed to increase the village's Original Source Revenue (PADes) by exploring and managing the potentials resources available in the village to improve the welfare of the village community (Budiono, 2015). For its establishment, VOE is based on the agreement of the community aspirations and the village government through the Village Deliberation which is then managed jointly by the village government and the community.

The idea to establish VOE in Sebayan Village was initiated by the village head together with the community. The beginning of this idea emerged before the distribution of the Village Fund, thus the initial establishment of BUMDes was taken from the village budget. Based on the existing deliberation habits in Sebayan Village, the village head together with the villagers were trying to explore which potentials to be developed

Figure 6.5
VOE Farm and Plantation
Facilities



with Sebayan VOE. The preparation for establishment of VOE in Sebayan village itself takes about 6-12 months. Because most of the population has a profession as farmer, then in 2016 VOE was built in Sebayan Village which serves the field of agricultural and plantation facilities. The Village Funding from the government obviously encouraged the community in Sebayan Village to become active in their VOE operational.

Not being satisfied with the VOE alone, Sebayan Village Head who has been known as the initiator and mobilizer of the village, also continuesly seeks the new business fields for the VOE xpansion. Sebayan village head has an aim that one day Sebayan Village will be able to have economic independence so that it does not rely on the assistance from the central government. This thing is inspired by the village in Java area which can reach VOE income up to Rp. 7 billion, thus the village no longer needs the assistance from the government.

Because of the availability of educational path in Sebayan Village with 2 faculties, private and state Senior High School as well as Vocational High School then the new VOE plans to make bussiness in lodging service (hotel and boarding house). The idea of provide lodging services was considered to have potential market, because the school students and the college students and the imigrants from other areas need accommodation service. In addition to create working fields, lodging and boarding houses will make new business opportunities in fulfilling complementary needs of the hotels and boarding houses such as restaurants, laundry, internet cafe and photocopy. This business is predicted to provide multiplied effects for the village economic development.

To provide greater impact, the District proposes village level cooperation to create VOE. The synergy from several villages in creating VOE which is managed together will improve the resources and competitiveness of the VOE.

In 2016, Mr. Ismet, the Sebayan village head, proposed to other villages to work together to make hotel and boarding house business. Each of the 18 villages supplied @ Rp. 100.000.000, - so the collected capital can reach Rp. 1.8 Billion Rupiah. This proposal is being studied and legalized. If this effort is successful then the shared VOE benefits

can encourage the rural economic development and reduce unemployment rates in the village. From the existence of this VOE, the dropped-out youth is expected not to go to Malaysia for working, because most of the dropped-out youth were become migrant workers in Malaysia.

In future time, there are still many types of the village joint business that can be developed for the VOE. Mr. Ismet added, VOE is potential to manage materials such as sand, bricks, etc. which is considered to have good economic potential. In addition, given the lack of potential of natural resources in Sebayan Village, then the potential that can be developed is creativity and innovation, for example, providing amusement park for children. Currently Sebayan Village has no place for children entertainment. If Sebayan village has a children's playground area, it can attract the domestic tourist from around Sebayan Village to enjoy that place. In the future, it has been planned and is looking for the strategic place to build amusement park for children. With the children playground, the lodging business will run synergizely because some visitors also need lodging service. If this concept is successfully applied, then VOE can be an innovative economic source for the village communities.

However, in the implementation process of VOE policy, many things obviously need to be studied and discussed further, considering the final decision is on the agreement of Sebayan Village community. There are many factors influencing the policy including interests of the policy implementing actors, either individual's or group's which are affecting the policy. If the characteristics of village government agencies tend to be exclusive, then the implementation plan of such policies may be hampered, and on the contrary, open-ended institutions will be able to encourage policy implementation (Budiono, 2015).

b. Information and Technology Development for Improving Information in Sebayan Village

With his young blood, Mr. Ismet consistently builds information systems based on internet technology. The village head consistency begins to make Sebayan Village to be predicated as a online village. Various information in the Village can be accessed through website or Village portal. The existence of Sebayan Village in Kalimantan, can recently be accessed from various places in Indonesia and worldwide. Through this information technology, the products produced by Sebayan village is expected to be promoted with online system. Moreover, if tourist village and lodging business have been actualized then these media can be used for marketing tools.

In line with KEMENDES desires, the government requires all tangible and intangible village products can be accessed online. Thus, the government, stakeholders, and potential stakeholders know what potentials owned by each village and what assistance needs to be provided for the village. Publication on the website is expected to be one

Figure 6.6
Website Portal of
Sebayan Village



solution to the marketing problem in the village.

For information and technology infrastructure issues, Sebayan Village has already had sufficient access to the internet. To support the internet access, now there are some providers that can be reached from Sebayan village such as, Simpati, M3 and Indosat.

Sebayan Village website itself can be accessed through <http://sambassebayan.desa.kemendesa.go.id/>.

The first idea of making Sebayan Village website came from the central government. Sebayan village was trained to be a pilot village for online villages. Not satisfied just by having a website, Sebayan village government also always tries to improve the capability to update the website by attending training in East Kalimantan. During the training in East Kalimantan, 18 villages from Sambas sub-district were invited, but only 2 villages joined the training, Sebayan and Kartiyasa village. The reasons why many villages were not participating in the training was because of the cost issues. The Committee of the Disadvantage Village Ministry only provided Rp. 4.000.000, for transportation -. But in fact, the price of airline tickets had reached Rp. 4.800.000, -. However, due to a high curiosity, Sebayan Village and Kartiyasa village subsidized the cost for attending the training. Arrived in East Kalimantan, the organizing committee was feeling touched because of the intention for studying of the participants from West Kalimantan, so the organizers attempted to bear all the costs and even gave extra money for them.

Refererring to the occurence, one thing that should be noted by the government is about providing sufficient support for disadvantaged villages to attend training courses especially whre the location s far away from the village, it was unfortunate that 16 villages did not attend the training due to cost issues.

c. Cultural Tourism Potential as a Village Innovation Potential

Sebayan village is known as a village with a thick malay culture. In the midst of globalization challenges, Sebayan Village strives to maintain and preserve the inherited customs. Cultural preservation is a process or effort which is conducted actively and on

purpose to preserve, protect, defend and nurture as well as develop something that comes from a group of people namely objects, patterned activities, and ideas (Ministry of Culture And Tourism, 2003).

As an effort to preserve the culture, the customary institution of Sebayan village has the following duties and functions:

- a. Nurturing, empowering, preserving, developing and exploring customs in community development.
- b. Accommodate and distribute community aspirations in coaching, preservation, development and exploration of customs in the community.
- c. Record the customs that live, grow and develop in the community.
- d. Resolve disputes concerning the community customs.
- e. Creating a harmonious relationship to customs differences in the community.
- f. Conducting cooperation among Customary Institutions.
- g. Fostering partnership relation with the government.

According to the goals, Sebayan Village has recently tried to bring back the long-drowned local culture. Because in terms natural potential, Sebayan Village does not have much that can be developed, then alternatively Sebayan village can encourage itself into a cultural tourism area. The intended tourist village is a rural area that has some special characteristics and can be a tourist destination where the local residents still have relatively original tradition and culture. In addition, tourist villages should also have several supporting factors such as typical food, agricultural systems and social systems as the colour a tourist village area. Besides these factors, original and preserved nature and environment are among of the most important factors of a tourist destination (Zakaria and Suprihardjo, 2014).

Some Sambas cultures in Sebayan village area that are potential to draw tourist attention are customary clothing, customary wedding, sampan competition, dzikir event, tepung tawar ceremony (one of the processions in Malay traditional ceremony, usually done at the wedding ceremony, circumcision, giving name, welcoming the hajj, thanksgiving, welcoming special guests, etc. There is also Bepapas culture for circumcision where the soaked rice pounded and applied as soap to the child's whole body. If these customs can be properly packed and promoted, then the preservation of local culture can be used as a tourist attraction for domestic and foreign tourists to come to Sebayan village. Especially since formerly Sambas District is one of the Malay Kingdoms and Sambas Palace still remains and is one of the famous historical sites to visit.

To create Tourism Village, a serious assessment is required. To figure out how a tourist village is designed and managed, Sebayan Village can conduct a comparative study to successful tourist villages in Indonesia such as Nglanggeran village, Patuk, Gunungkidul



Figure 6.7
Traditional Wedding in
Sebayan Village

which awarded as the best tourist village of Asean and will receive an award from Asean Community Bases Tourism Award (Asean CBT Award) and Panglipuran-Bangli Village, Bali.

d. The Role of Village Leader in Encouraging Innovation Success in Sebayan Village

Development and innovations in Sebayan village are largely driven and initiated by the Sebayan Village Head. The current Village Leader (Mr. Ismet) has the vision and commitment to bring the innovative development into realization for Sabayan villagers. With strong vision and innovation in the development sectors, Mr. Ismet, in his leadership has successfully built the infrastructure needed by the community. Changes appear especially in aspects of road construction, youth organization activities Mosques activities for young people, VOE, online villages etc.

Policies Implementation both in the cities and in the villages always involves many actors, but the extent to which the actors' involvement can be influenced by the commitment and openness of the actor in a policy. Alazmi as one of the Sebayan villagers considers that there is a significant change with the current leadership of the village head, Mr. Ismet. In addition to visionaries, Sabayan village heads has an open-minded to ideas and participation that can drive innovation performance. The village head gives space to communicate and share ideas and inputs at village meetings. This is an essential aspect, since sustainable development requires leader actors who can foster the resident's participation build the village together.

The community in Sebayan village is commonly very enthusiastic to be invited to deliberation although with they less capability, but by giving understanding repeatedly, they want to participate in supporting and involved in the village development. With this leadership pattern, the current village leader is considered capable to obtain the trust of Sabayan Village community in actualizing an innovative village. Alazmi, the Sebayan Villager, also expressed optimism that with the current openness and transparency of leadership, Sebayan village will be advance.

e. The Local Wisdom Values as a Driving Factor in the Village Innovation

The local wisdom values which are highly upheld among the daily life of the community in Sebayan Village are the value of *musyawarah* (deliberation) and *gotong-royong* (mutual assistance). This is very clearly applied on the decision-making process in the village operational policies where communities are involved in the village deliberations. On this deliberation, the representatives from various elements of the community are involved, such as community leaders, village elders, PKK, and Village Consultative Body (BPD). This deliberation was very useful for sharpening innovation ideas in the village. Village deliberations aimed to absorb villagers' aspirations about village issues and activities to be undertaken in the village. By the community participation, it is expected to increase community engagement emotionally to the village programs to be implemented. One important aspect of participation is the emergence of the mental and emotional involvement rather than just physical activity therefore the sense of belonging, passion to actualize, succeed and protect the development, will emerge in the community.

The *gotong-royong* (mutual assistance) system looks very strong in the agriculture process, development and family activities. The community in Sebayan Village still working hand in hand to plant seeds and harvesting their crops. For those agriculture activities, the people who participate are not given any payment, but after the harvest, then a thanksgiving (*syukuran*) will be made, in this occasion the community pray together to be grateful for the results and harvest and enjoy the typical dishes of the region. Another example of *gotong royong* is when there is a wedding party, all Sabayan villagers work together in preparing tents, preparing dishes, washing dishes, and delivering food to every invited guest and cleaning up all the equipment after the wedding ends without being paid by the family who makes that wedding party. Even the development in Sebayan village such as constructing roads, bridges, village offices repairmen are also done by residents in mutual cooperation. In addition, the community also spontaneously helps if there to residents who suffers misfortune.

The value of deliberation and *gotong royong* are good practices and social capital that can create togetherness, trust, cooperation, social sensitivity, the ability to resolve conflicts and harmony in the society so that internal conflicts in the process of innovation ideas into realization can be minimized.



Figure 6.8
Gotong Royong Culture
in Preparing Local Party

6.5 Impact of the Good Practice and the Innovation in Sebayan Village

Good practices and innovations conducted in Sebayan Village certainly bring some impacts that can be felt directly or indirectly to the community:

a. VOE Impact for Sebayan Village

The impact of VOE as farming and plantation facilities can be felt directly by the community, because they do not have to go to town to buy their agricultural needs. In addition, the price selling of agricultural and plantation produce is also very affordable therefore the farmers feel the beneficial of the existence of the VOE. It can be said that the existence of VOE is able to improve the production cost efficiency, increase the community harvest that also becomes the source of income for the village Own Source Revenue (PAD). The indirect impact from the existence of the VOE is the better confidence in managing the VOE which later becomes the trigger for the village leader and the community to make other innovations such as other VOEs in different businesses. VOE that are being studied for its potential is the VOE that sells building materials, homestay VOE (VOE that works on lodging services and will be managed with other villages) and BUMDES of Cultural Tourism Village.

b. The Impact of Information and Technology (IT) Implementation in Sebayan Village

With the existence of IT, the society can widely see the activities undertaken in Sebayan Village. The existence of Sebayan Village becomes more famous among the wider society with the convinence of accessing it through the internet. The existence of

village websites can also promote products such as pepper, rubber, songket and capil which are produced by Sebayan village to the market. According to the village head, with the village website, central government assistance will become faster because the village data can be viewed from the village website.

3. The impact of Local Wisdom in Supporting Innovation and Social Life in the Sebayan Village

The values of deliberation and gotong royong are the noble values that are highly respected among Sebayan society. The value of mutual cooperation can indirectly impede the flow of materialistic and individualist cultures which are getting stronger at present time. With the value of gotong royong in Sebayan village makes the young people can learn to be actively involved in kinship events because in time they will also need help from others in the community.

The value of gotong royong teaches the community and the youth in Sebayan Village that everything is not always necessarily measured in money. The value of gotong royong brings awareness that the common interest becomes the priority in the daily social life to build harmony in the life. With this principle of gotong royong, people in Sebayan live in harmony and help each other thus many heavy things can be lighter and easier therefore can be done faster because they work together.

6.6 Conclusions and Recommendations for Sustainability of Good Practices and Innovation in Sebayan Village

The results of the field research in Sebayan Village shows that there are several factors that support the developing of village development innovations:

1. The leaders are important actors in encouraging and implementing village innovation policies. We see visionary leaders can make Sebayan village to achieve a better future become more directed. In addition to the visionary, Sebayan village leader also a democratic leader who provides an opportunity for the community to actively participate in contributing ideas and to take part in many village activities. This is an important aspect of sustainable development because being a good leader is not enough. The Leaders who can make sustainable innovations are leaders who are able to encourage the active participation of their society members, because if development relies only on the leader, then the innovation can just stop if the leader suffers from disability.
2. In addition, the institutionalization of collective economic activities at the village level also an important requirement to make innovations which have been pioneered can be sustainably performed. In this case, we see the aspect of VOE is a good practice in supporting the sustainability of innovation in the Village. The utilization of VOE can

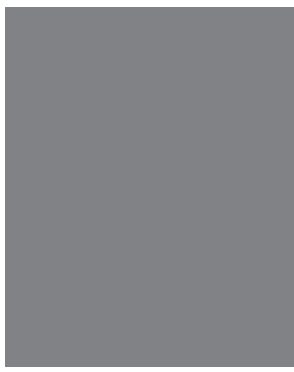
be enjoyed continuously if the existing BUMDES is maintained its existence. Besides, the benefits gained from the management of VOE will return to the community in the form of various other benefits. Because the VOE is managed by the government together with the people in Sebayon Village, then the sense of belonging of the society to protect, maintain, utilize and develop will be higher than if the business owned by a only few particular people or groups. Related to the development plan, the VOE can expand its service area. As already proclaimed by Sebayon village leader, VOE that manages building materials and lodging service are an innovative plan in developing VOE in Sebayon Village.

3. It cannot be denied, the important of the information technology (IT) role in improving innovation in the village has been increasing over the times. From the results of our field research, we see that Sebayon Village is one step forward than the other villages who have not utilized their village website. Sebayon Village has been consistently updating the content on their website. But from the website, the content was still limited in providing descriptive information about the village mapping and activities. The utilization of Sebayon Village website still needs to be developed and maximized further in supporting innovation in the village. Some of the IT roles that can still be developed to support the sustainability of the innovation process in the village are as follows:
 - a. IT for maximizing the development of village education. With the e-learning program, people can learn about how to cultivate livestock, how to choose superior seeds and other things. For this aspect, universities with competencies as information and science counselors can work together with village government by contributing websites with content to educate the village community.
 - b. IT can also be used to improve the villagers' health. Local governments can work together with the Indonesian Doctors Association to provide health-related content such as prevention and overcome diseases.
 - c. IT can also be implemented in trading sector, as digital promotion and selling tools of production therefore it can reach a wider market and can cut the long distribution channels and increase the selling value of small and medium enterprises products in the village.
 - d. IT can also support the government sector by serving the permission process online, serving the request data and statistics from the government at either lower or higher levels. The use of IT in the preparation and use of the budget can be utilized as a social control tool that helps the government process to be clean, transparent and accountable.

4. Cultural preservation and local wisdom are also values required to make sustainable innovation. Good traditional cultures must be preserved because culture is one of the wealth aspects of the customs diversity in Indonesia. Cultures which are still practiced in Sebayán village such as traditional weddings, tepung tawar culture, pepapas, etc can be tourists attraction for the visitors who want to know Sambas culture. The idea of making a cultural tourism village is one aspect that can encourage cultural sustainability because the culture in Sebayán village will become more consistent to be practiced due to the interest and demand from the external party to know about the local culture. The results of research to some cultural tourism villages in Indonesia show that with the existing cultural tourism packages in a region, the public insight is increasingly open to see how the tourists very appreciate of the local culture and this makes the local community becomes prouder to their culture.

In fact, there is transformation in the youth point of view upon their own local cultural traditions. Previously, the young people in the village saw that the culture was something that was old and unattractive. However, since the existence of the cultural tourism village, the youth who is commonly happy to interact with tourists have a higher awareness to preserve their local culture and feel proud to introduce their local culture to the tourists. On the other words, the cultural tourism village can increase the awareness of the youth about the importance of cultural preservation.

5. The values of local wisdom that have been upheld in Sebayán village are gotong royong (mutual assistance) and musyawarah (deliberation). These values are important aspects to support the sustainable innovation. Gotong-royong is a social capital that has become the nation's cultural system. The feeling of togetherness and mutual trust has intensively provided mutual support and giving each other is the spirit of goodness that must be maintained in Sebayán Village. While deliberation is a form of democratic activities that are required in finding the best decision of the problems faced. Deliberation is one tool to unite community groups and individuals in exploring solutions that can be agreed and obeyed together. Referring to the beauty of to the value of gotong-royong and musyawarah previously mentioned, these precious values need to be maintained among the community and even importantly to be inherited to the next generations. Therefore, institutionalization process is required to elevate these values into social institutions that allow the society to interact with the official patterns. This social institution can be grafted into village policies that can be used as guidelines for the community to internalize the culture of gotong royong and musyawarah into the mindset and work patterns of society in their daily life.



NOTES

The survey reports in five villages previously discussed show that various good practices have been undertaken by the villages in various aspects related to local economic development, food security, sanitation/health, community engagement which relies on the basis of community and local wisdom. Some critical notes that can be put forward are:

1. Leadership: Survey results from five villages show that the innovations in these villages in many aspects are highly determined by the leadership of the village head who has strong vision. The vision which was the initial idea has driven the willingness and village potential which eventually experience changes and developments that continuously affect and give the benefits for improving the villagers' welfare
2. Citizen participation: The community engagement to build the villages in various aspects of life certainly becomes something that is very fundamental in improving the welfare of the communities and the villages in general. The research indicates that the involvement has positive impact for the communities to generate strong sense of belonging which then leads to a sense of responsibility for various developments in the village. Their involvement in the development process includes both the planning aspect and the implementation of the program or activity. Planning is usually done through deliberations to determine various programs to be implemented in the village. Deliberations at the village level should be underlined as a very fundamental thing when the village community will be placed as a foundation of the democracy development to a wider level. Deliberation should be interpreted as a dialogue among the communities to interact in conveying constructive ideas in developing community.

The ideas agreed upon in planning are ultimately applied in mutual cooperation to achieve the goals have been previously set. *Musyarawah* and *gotongroyong* will ultimately confirm that these two things have become the basis of local wisdom

and power that will support the sustainability of the community at the village level. The facts found show that villagers are indeed democratically involved (democratic engagement) in the village development process.

3. Institutionalization: Research on good practices that have been conducted in the villages shows that several programs or innovative activities are conducted not only for short-term objectives but also for long-term goals. To ensure its sustainability, every innovative program and activity is managed in particular organization (institutionalization) by creating new units or organizations in the village such as institutionalization of clean water management, village tourism areas, including household economic activities. In some cases such institutionalization can be embodied in the format of Village Owned Enterprise - BUMDes.

This institution is very relevant to support various processes related to the efforts for improving villagers' welfare in various aspects. Institutionalization also will basically confirm that there is a structure and organization involving villagers to actively participate in the tasks and responsibilities to manage the village potential then to ensure the sustainability of the various efforts that have already been conducted. This institutionalization can give positive impacts on both individual and collective community.

Institutionalization can also be a platform to conduct the studies for development of various potentials and good practices that have been pioneered so far. Therefore, it can be understood if the effort for such development requires resources like experts who can strengthen both aspects of knowledge and skills in accordance with the needs and potentials. In this case is institution such as VOE or a different name with another format like "center of excellence" to support various development activities in the village. Even educational institutions such as universities that are thoughtfully considered as academic communities which have intellectual wealth can participate to support the center of excellence to improve the welfare and sustainability of innovation in the village.

4. Collaboration: The progress achieved by the villages also shows that the achievement can not be separated from the cooperation support with various parties who concern on the village development. This cooperation becomes a strategic step, considering that some areas, especially rural areas, need various good sources related to human resources, which in this case is experts, as well as non-human resources, especially in the form of financial

Cooperation that conducted by these villages involves the parties such as colleges, corporations, and non-governmental organizations. Universities in several ways can deliver various consultations as well as trainings to improve the competence

of village apparatus (capacity building) for example in the case of public service management as well as the improvement of community ability such as in managing the economic enterprises. Meanwhile, cooperation with corporations often utilizes funds from Corporate Social Responsibility (CSR) when being utilized properly would support the development conducted in the village such as physical development to support the tourist village facilities.

Collaboration is also needed when villages are required to make adjustments with the renewal changes in term of public services management, for example in the budgeting that requires accountability and transparency, the role of external parties is often needed in terms of providing insight and providing operational practice ability.

Similarly, collaboration with non-governmental organizations - NGOs which in this case often provide both training and assistance that are highly beneficial for the community and the village apparatus. Assistance from NGO also appears to be an alternative choice for villages when flexibility, which does not emphasize the bureaucratic rigidity, is one of its characteristics to make it easier for village apparatus and communities to utilize the assistance provided by NGO's experts and volunteers.

5. Technology Information: Development practices occurred in some villages indicate that they have already been using and utilizing information technology in supporting programs and activities in the villages such as letter administration services and also for disseminating information is considered important. Indeed, this utilization has not been maximized, therefore it seems that the apparatus and the village community need to be introduced and get used to this aspect.

Information technology that is utilized maximally will obviously make positive effect both in terms of service efficiency to the community and in the effort to manifest village good governance, especially in promoting transparency through e-budgeting system. Technological advances in information will also be utilized to educate the communities along with the increasing digitalization in education process. In this case the community can follow the learning process through distance learning system.

Impact of Innovation: Ultimately, we can see clearly that the various innovations undertaken in the villages surveyed have positively affected various aspects of village life. Economically, the various innovations either directly related to the economic business and the utilization or development of the potential / natural wealth in have obviously affected on improving the community economic life as well as giving economic benefits to the village and as to the economic community, such as management of tourist village and management of clean water source which have social and economical dimension.

The similar thing happens with innovations that are increasingly strengthening the social interaction within the village community. The visionary and participative leadership will eventually increase the social responsibility among the village community in maintaining and developing the village. This will certainly strengthen “social capital” which is supported by the local community wisdom.

In the end, various things that happen with the dynamics of constructive and integrative village development will be able to guarantee the sustainability of the village, whether relating to the people, the village communities themselves, and the environment with all elements in it.