

HEADING TOWARDS SDGS ACHIEVEMENT: EVALUATING INSTITUTIONAL CAPACITY IN IMPLEMENTING COASTAL ECONOMIC DEVELOPMENT POLICIES IN BIMA REGENCY

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Abstract: This research delves into the pressing need and strategies for bolstering institutional capabilities to implement coastal economic development policies in Bima Regency, with a focal point on advancing Sustainable Development Goals (SDGs). In the global arena, coastal economic development stands as a pivotal factor for SDG realization, particularly in locales like Bima Regency, abundant in natural resources yet grappling with institutional inefficiencies. Employing a mixed-method approach, this study integrates interviews, focus group discussions (FGDs), and document analysis to assess prevailing institutional capacities and devise innovative strategies for capacity enhancement. The study's findings reveal that while the Bima Regency Government demonstrates strengths in delivering quality public services, maintaining financial stability, and fostering employee competency, it also contends with weaknesses such as reliance on central funds and limited cross-sectoral collaboration. Furthermore, avenues for tapping into regional partnerships, promoting tourism, and harnessing information technology emerge as promising opportunities, alongside recognition of threats like shifts in national policies and susceptibility to environmental fluctuations. By fortifying existing strengths, addressing shortcomings, and seizing available opportunities, the Bima Regency Government can set a precedent for other regions in advancing SDG objectives and promoting sustainable community welfare.

Keywords: Evaluation, Institution, Capacity, SDGs.

1. Introduction

Coastal economic development is vital for sustainable growth, particularly in regions like Bima Regency, which boasts extensive coastlines and rich natural resources (Mukaromah & Rahmawati, 2023); (karman et al., 2023); (Prasetyo & Wiradharma, 2023). The global framework established by the Sustainable Development Goals (SDGs) sets standards for nations to achieve equitable and inclusive progress (Shah et al., 2018); (Amhar et al., 2019); (Benedek et al., 2021). The SDGs cover a broad spectrum of areas, from poverty reduction to climate action, highlighting the need for a multifaceted approach to comprehensive development (Dodds et al., 2018); (Reddy, 2016). A Evaluating institutional capacity is crucial for effective policy implementation, as institutions play a

fundamental role in crafting and executing strategies aimed at attaining SDGs (Mustafa & Afrianto, 2022); (Hero et al., 2019); (Saner et al., 2020).

Bima Regency possesses significant potential for coastal economic development but faces substantial challenges, primarily due to institutional deficiencies. Effective institutional capacity, including skilled human resources and seamless inter-agency coordination, is crucial for the successful implementation of policies (Ataman et al., 2020). Government entities at various levels, particularly at the district and village levels, are instrumental in advancing coastal economic development initiatives. However, obstacles such as a lack of synergy among institutions and limited understanding of the SDGs' objectives and targets impede optimal progress (ElMassah & Mohieldin, 2020); (Conceicao, 2019).

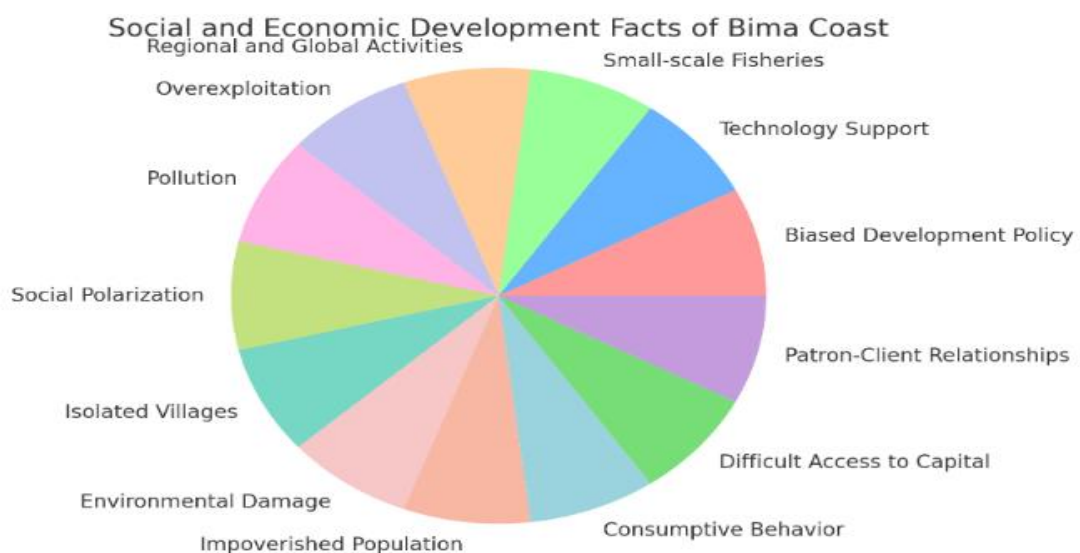
Addressing these challenges necessitates concerted endeavors to strengthen institutional capabilities and promote increased collaboration. Strategies focusing on enhancing the competencies of human resources and refining coordination mechanisms are paramount (Alea et al., 2020). Additionally, fostering awareness and comprehension of SDGs among stakeholders is pivotal for aligning efforts and maximizing their impact (Hedt-Gauthier et al., 2019) (Pomerantz et al., 2018). By reinforcing institutional strengths, surmounting obstacles, and seizing opportunities, Bima Regency can emerge as a model of sustainable development, exemplifying effective approaches to SDG attainment and fostering enduring prosperity for its communities (Erlansyah et al., 2021) (Leonardsson & Rudd, 2015).

The impact is striking, revealing a poignant contradiction in Bima Regency's coastal development policies (Solihuddin et al., 2020). Despite the considerable potential of its coastal areas and natural resources, the reality confronting local communities, especially small-scale fishermen, falls significantly short of expectations (Buijs et al., 2019). Development policies aimed at fostering economic growth and improving well-being appear to have overlooked the fundamental issues faced by these communities. With a considerable segment of the population grappling with poverty, escalating environmental

degradation, remote villages, growing social disparities, concerning levels of pollution, and rampant exploitation of natural resources (Anugrah & Alfarizi, 2021).

The coastal communities of Bima Regency, primarily consisting of small-scale fishermen, grapple with uncertainty due to their limited access to production tools and financial resources (Bumulo & Dai, 2023). The absence of technological support and innovation further impedes their capacity to leverage their potential and entrepreneurial spirit (Haeril et al., 2020). Ironically, ongoing development endeavors, designed to bolster regional and global interests, have yet to yield significant improvements in their well-being. (Amhar et al., 2019); (Dwining et al., 2022).

The government's ineffective implementation of development policies exacerbates the existing challenges. This situation is compounded by entrenched patron-client relationships within the fishing communities, resulting in social injustices where small-scale fishermen become heavily dependent on a few individuals with capital and access (Syahrir et al., 2021); (Luqmania et al., 2022); (Di et al., 2023). Limited access to capital serves as a major obstacle for coastal communities to break free from the cycle of poverty (Fauzy & Setyabawana, 2018). Furthermore, a tendency toward consumptive lifestyles further exacerbates their plight. The circular diagram below illustrates the myriad development issues plaguing the coastal areas of Bima Regency;



Picture 1. Various development issues in coastal area of Bima

Given the circumstances outlined above, a profound overhaul of development policies is imperative. An approach that is holistic and inclusive, addressing not only economic dimensions but also social and environmental aspects, is essential (Hendra et al., 2023); (Hendra, 2023). Prioritizing the empowerment of local communities, especially small-scale fishermen, by granting them access to adequate production tools, technological support, and capital, is crucial. This approach not only enhances their well-being but also fosters environmental sustainability (Tiani & Baiquni, 2023).

Moreover, the government must reassess existing policies to ensure that development initiatives genuinely meet the community's basic needs, diminish inequalities, and reinforce ecological resilience (Purnomo, 2017). Initiatives aimed at developing local capacity and strengthening coastal community institutions can serve as initial steps toward building better socio-economic resilience (Prayuda & Sary, 2019); (C. Febriandini, G. Dupuy, 2023).

Building upon the arguments presented above, this study seeks to identify the factors influencing the capacity of local institutions in implementing coastal economic development policies in Bima District, particularly within the framework of achieving the Sustainable Development Goals (SDGs), and to devise effective strategies for enhancing this capacity (Rohmawati et al., 2022). Employing a mixed-methods approach, this research will gather data through interviews, focus group discussions (FGDs) with various stakeholders, and analysis of pertinent documents and literature. By comprehensively understanding the actual conditions of coastal economic development in Bima District, including challenges such as the lack of inter-institutional synergy, inadequate understanding of the SDGs' objectives, and the scarcity of competent human resources, this study aims to assess the existing institutional capacity using SWOT analysis. The outcomes of this evaluation will inform the design of a model for enhancing institutional capacity that is both innovative and sustainable, encompassing aspects such as human resource training, improved inter-agency coordination, and effective policy formulation.

Furthermore, this research introduces a novel approach to addressing the challenges of coastal economic development in Bima District by focusing on institutional capacity analysis within the context of achieving the Sustainable Development Goals (SDGs). Confronting the global imperative to attain SDGs, particularly in coastal areas often confronted with the tension between economic development and environmental sustainability, this study scrutinizes the pivotal role of local institutions. Through a thorough investigation utilizing mixed methods, including interviews, focused group discussions, and document analysis, this study delves into the dynamics between institutional structure, policy implementation, and their impact on the success of sustainable coastal economic development. Significantly, this study not only delineates the barriers and opportunities encountered by these institutions in supporting sustainable development but also puts forth a model for enhancing institutional capacity. This model is devised to be a sustainable and adaptable solution, furnishing practical guidance for policymakers to augment the effectiveness of coastal economic development policies. Thus, this research contributes to the body of knowledge on coastal economic development and the achievement of SDGs, bridging a knowledge gap regarding innovative and pertinent strategies for strengthening institutions in local contexts such as Bima District.

2. Result

Integrating institutional capacity stands as a pivotal strategy in implementing development policies and attaining the Sustainable Development Goals (SDGs). Strengthening both government and non-government institutions through training, capacity building, and enhanced management systems can foster an environment conducive to formulating, implementing, and assessing sustainable development policies (Amundsen, 2015) (Sompotan, 2016). This not only heightens the efficiency and efficacy of resource utilization but also ensures equitable and just development outcomes across all societal strata (Cohen et al., 2012); (Furqan et al., 2023); (Bose & Khan, 2022). With

institutions attuned to social, economic, and environmental shifts, fresh opportunities can be seized to bolster community welfare through economic empowerment, improved access to essential services, and inclusive infrastructure development. Consequently, investing in strengthening institutional capacity should emerge as a paramount concern for stakeholders striving to realize sustainable development goals (Khairina et al., 2020); (Barbier, 1987).

When analyzing development at the local level, theories of modernization, underdevelopment, and dependency offer valuable insights (Sudrajat, 2013). Modernization theory emphasizes the adoption of development models proven successful by developed nations, stressing social, economic, and political modernization as linchpins of progress (Sari, 2019); (Boschma et al., 2017). However, critiques of this theory underscore the necessity of considering local contexts, cultural diversity, and sustainability within society. Conversely, underdevelopment theory highlights internal challenges encountered by developing countries, encompassing weak economic structures and political instability. Meanwhile, dependency theory underscores the tendency for developing countries to rely on developed nations, particularly economically. Hence, local-level development analysis must navigate the intricate dynamics between internal and external factors, employing suitable strategies to address these challenges, such as local economic empowerment and independent industrial (Febrianty et al., 2023).

Thus, in the context of integrating institutional capacity to achieve sustainable development quality, as posited by Tikson (2005), it becomes imperative to recognize that the capability of institutions to manage and tackle development challenges is significantly influenced by the interplay of modernization, underdevelopment, and dependency dynamics. Resilient and empowered institutions excel in fulfilling their functions amidst diverse societal and global pressures. However, these institutions must also accommodate facets of underdevelopment and dependency that may impact their local context (Tierney, 2012) (Kamaluddin Kamaluddin et al., 2023).

In this study, to assess the local institutional capacity in Bima District, a SWOT analysis can serve as a valuable tool to delineate strengths, weaknesses, opportunities, and threats affecting the performance of these institutions. Strengths may encompass the institution's adeptness in delivering quality public services, financial stability, and the competence of its personnel in executing their responsibilities. Conversely, weaknesses might entail inadequate infrastructure, limited community involvement in decision-making processes, and a scarcity of trained human resources. Regarding opportunities, institutions could exploit prospects for enhancing regional collaboration, nurturing the tourism sector, or leveraging information technology to bolster service efficiency. Nonetheless, institutions must also remain vigilant of threats such as shifts in national policies, economic instabilities, or the repercussions of climate change. By meticulously considering these factors, institutions in Bima District can pinpoint areas necessitating reinforcement and devise strategies to augment their capacity to confront challenges and seize opportunities within their local milieu.

2.1 Aspect of Strengths

In efforts to strengthen local institutions toward achieving the SDGs in coastal economic development policy, the Local Government of Bima District has several strengths to leverage. First, the institutions' success in delivering quality public services stands as a significant strength. This encompasses healthcare, education, infrastructure, and other community services accessible to local residents. Second, the financial stability of these institutions is crucial, enabling appropriate funding allocation to support sustainable coastal economic development programs. Third, the competence and skills of employees in performing their duties are valuable assets in implementing development policies (Lasabuda, 2013). With trained and experienced employees, institutions can be more effective in planning, implementing, and evaluating development programs (Barca et al., 2012). Leveraging these strengths, the Local Government of Bima District can

enhance their institutional capacity to face challenges in implementing sustainable coastal economic development policies, while also supporting the achievement of the set SDG targets (Blomquist, 1985).

Research results indicate that the government institutions of Bima District possess significant strengths in their efforts to achieve the SDGs, particularly in harnessing the economic potential of coastal areas. A primary strength of these institutions is their success in providing quality public services. In the health sector, the Bima District Government has worked to improve the accessibility and quality of health services through the construction and maintenance of health facilities, alongside sustainable public health programs. Similarly, in education, the institution has implemented initiatives to enhance educational quality, such as improving school facilities and providing training for educators. Adequate infrastructure development is also a major focus, with the construction of roads, bridges, and other transportation facilities supporting connectivity and mobility in coastal areas. Additionally, other community services such as waste management, clean water provision, and recreational facilities are well-addressed by this institution, demonstrating their commitment to meeting the community's basic needs at high standards.

The institution's strength in providing quality public services positively impacts the development of coastal economic potential. Good health and education, coupled with adequate infrastructure, provide local communities with better access to economic opportunities and an improved quality of life. For instance, good health allows people to work productively, while quality education enhances the skills and competitiveness of the workforce in both local and regional markets. Robust infrastructure supports economic activities such as the distribution of agricultural and fishery products and the development of tourism in coastal areas. Therefore, the institution's success in providing quality public services not only fosters social well-being but also lays a strong foundation for sustainable economic growth in Bima District. In the context of coastal economic development, this

strength can be a significant driver in achieving various SDG targets related to poverty alleviation, health, education, and inclusive economic growth.

Besides their success in providing quality public services, the financial stability of the Bima District Government institutions is a critical strength in efforts to achieve the Sustainable Development Goals (SDGs) in developing coastal economic potential. Financial stability allows the institution to allocate proper funding to support sustainable coastal economic development programs. With stable finances, the Bima District Government can allocate sufficient resources for infrastructure development projects, industrial growth, workforce training, and other initiatives that support economic growth in coastal areas. Additionally, financial stability enables the institution to manage financial risks effectively, including coping with economic changes and global uncertainties that may impact local financial conditions.

The financial stability of Bima District Government institutions not only directly impacts coastal economic development but also positively influences the overall achievement of the SDGs. With sound finances, the institution can ensure the certainty and continuity of long-term development programs, which are essential for achieving the SDGs within the stipulated timeframe. Furthermore, financial stability can enhance the confidence of investors and other stakeholders, both domestic and international, in investing in the coastal areas of Bima District. This can lead to increased investment, economic growth, and job creation, contributing to improved community welfare and higher living standards. Therefore, the financial stability of Bima District Government institutions is not only a vital factor in supporting coastal economic development but also a solid foundation for achieving various SDG targets related to economic growth, decent work, and overall community welfare.

Moreover, the competence and skills of employees in performing their duties are also strengths of the Bima District Government institutions in efforts to achieve the SDGs in developing coastal economic potential. Trained and experienced human resources are invaluable assets in implementing development policies. They possess extensive

knowledge about local conditions, development policies, and the most effective strategies for achieving the set development objectives. With trained employees, the institution can be more effective in planning, implementing, and evaluating coastal economic development programs. These employees are adept at identifying the challenges faced by coastal areas and formulating appropriate strategies to address these issues. Additionally, strong interpersonal skills enable employees to collaborate effectively with local stakeholders and the community, ensuring that the development policies implemented align with their needs and aspirations (Tietenberg & Lewis, 2023).

By leveraging these strengths, the Bima District Government can significantly enhance their institutional capacity to address challenges in implementing sustainable coastal economic development policies. Continuous training and development of employees will allow the institution to elevate the competence and skills of their staff in line with current needs and advancements. This approach ensures that employees remain relevant and responsive to environmental changes and development dynamics (Basri, 2013). Consequently, the Bima District Government can lead in sustainable coastal economic development, creating new opportunities for economic growth, job creation, and improving the welfare of the local community.

With a workforce that is both competent and experienced, the institution can serve as a model for other regions in implementing effective and sustainable development policies. This, in turn, supports the achievement of the set SDG targets. Furthermore, the continuous enhancement of employee skills enables the government to innovate and adapt, ensuring that development initiatives are not only sustainable but also inclusive and equitable.

By maintaining a focus on employee development and leveraging financial stability, the Bima District Government can effectively manage resources, mitigate risks, and ensure the long-term success of their development programs. This strategic approach will not only strengthen the institutional framework but also foster a resilient and thriving

coastal economy, ultimately contributing to the overall prosperity and well-being of the community.

2.2 Aspect of Weaknesses

The Local Government of Bima District has achieved notable success in several areas, particularly in delivering quality public services, maintaining financial stability, and enhancing employee competence. However, significant challenges remain. Key weaknesses include financial resource constraints, limited managerial capacity, and a heavy reliance on central government funds. This dependence on central funds makes Bima District vulnerable to budget fluctuations and changes in national policies, which can disrupt the continuity of development programs. Furthermore, the lack of inter-sectoral integration and limited community involvement hinder progress towards sustainable development goals. Environmental changes and natural disasters also pose significant risks that need to be factored into development planning, as they can impede the achievement of SDGs related to environmental resilience and disaster mitigation.

Despite these challenges, the Local Government of Bima District has the opportunity to enhance its capacity to address these issues and implement sustainable coastal economic development policies. By identifying and addressing these weaknesses, Bima District can optimize the achievement of SDGs comprehensively. Key measures include increasing community involvement in the planning and implementation of development programs, strengthening inter-sectoral integration, and enhancing managerial capacity and financial risk management. Investments in disaster-resilient infrastructure and mitigation efforts can also improve the region's resilience to environmental changes and natural disasters. Consequently, Bima District can become a model for other regions in implementing effective and sustainable development policies, supporting the achievement of SDG targets (Rodríguez-Pose, 2013).

2.3 Aspect of Opportunities

The Government of Bima Regency has significant opportunities to leverage its strengths and potentials in developing various crucial sectors. One key opportunity lies in enhancing regional cooperation. With its proven success in providing quality public services and maintaining financial stability, Bima Regency can become an attractive partner for other local governments in the surrounding region. This cooperation can facilitate the exchange of experiences, resources, and best practices in coastal economic development. Furthermore, Bima Regency can utilize its robust infrastructure and public services to attract investments and build cooperative networks with regional private institutions and non-governmental organizations.

In addition to regional cooperation, Bima Regency holds substantial potential for developing the tourism sector. With its abundant natural resources and well-developed infrastructure, Bima Regency can become a compelling tourist destination for both domestic and international visitors. Strategic initiatives such as sustainable tourism destination development, effective tourism promotion, and the construction of tourism-supporting facilities can enhance the sector's attractiveness and its contribution to the local economy. Moreover, through sustainable tourism development, Bima Regency can foster greater awareness of the importance of preserving the environment and local culture (Coe et al., 2017).

The utilization of information technology presents significant opportunities for the Government of Bima Regency. By enhancing service efficiency through tools such as Geographic Information Systems (GIS) for development planning, mobile applications for public services, and digital platforms for tourism promotion, Bima Regency can expedite the achievement of sustainable coastal economic development goals. Additionally, information technology can be employed to boost public participation in the development process through online forums, electronic surveys, and other participatory platforms (Cinner et al., 2012).

By optimally harnessing these opportunities, the Government of Bima Regency can strengthen its institutional capacity to address challenges in implementing sustainable coastal economic development policies (Feiock, 2013). With strong commitment, effective cooperation, and wise utilization of information technology, Bima Regency can set an example for other regions in achieving SDG targets and creating sustainable prosperity for its people (Harahap, 2015).

2.4 Aspect of Threat

The Bima Regency Government faces several threats that may hinder their efforts to achieve sustainable coastal economic development goals. One primary threat is national policy changes. Inconsistent or fluctuating national policies can create uncertainty for Bima Regency in planning and implementing development programs. Shifts in development priorities by the central government may disrupt local budget allocations and focus. Regulatory or policy changes in areas such as taxation or investment can directly impact the economic conditions and investments in Bima Regency. Therefore, it is crucial for Bima Regency to strengthen coordination and communication with the central government and build flexibility into development planning to address uncertainties caused by national policy changes.

Economic uncertainty is another significant threat. Economic fluctuations, both global and national, can affect local conditions, including investment, economic growth, and employment. For instance, a global economic downturn or financial crisis may reduce demand for export products from Bima Regency, such as agricultural or fisheries products, adversely affecting local businesses and community income. Economic uncertainty can also impact the ability of the Bima Regency Government to finance crucial development programs and public services essential for community welfare. Therefore, the Bima Regency Government needs to enhance economic resilience by diversifying revenue sources, developing robust economic sectors, and adopting prudent budget planning to address economic uncertainty.

Climate change poses a serious threat to coastal economic development in Bima Regency. Climate change can increase the risk of natural disasters such as floods, landslides, and storms, which can damage infrastructure, disrupt economic activities, and threaten community safety and well-being. Global temperature rises can affect the productivity of the agricultural and fisheries sectors, which are primary livelihoods for most of the population in Bima Regency. The increasing intensity and frequency of extreme weather events can also disrupt tourism activities and affect income from this sector. Therefore, the Bima Regency Government needs to take adaptation and mitigation measures to reduce vulnerability to climate change impacts, such as developing disaster-resilient infrastructure, promoting sustainable farming practices, and formulating comprehensive disaster risk management plans.

To address these threats, the Bima Regency Government must take proactive steps to strengthen regional resilience. This includes building partnerships with the central government and other regional authorities, diversifying the economy, developing disaster-resilient infrastructure, and enhancing capacity for climate change adaptation. By effectively addressing these threats, the Bima Regency Government can ensure the long-term sustainability of coastal economic development and the welfare of its people.

3. Conclusion

The results of this research indicate that integrating institutional capacity is crucial for achieving sustainable development goals, especially in coastal economic development in Bima Regency. Strengthening both government and non-government institutions through training, capacity building, and improved management systems fosters a supportive environment for the formulation, implementation, and evaluation of sustainable development policies. Responsive institutions can better address social, economic, and environmental changes, seizing opportunities to improve community welfare through economic empowerment, access to basic services, and inclusive infrastructure development. Considering modernization, underdevelopment, and dependency dynamics

is essential, as these factors impact institutional effectiveness. A SWOT analysis can evaluate local institutional capacity, identifying strengths, weaknesses, opportunities, and threats that influence performance. By leveraging strengths, addressing weaknesses, and capitalizing on opportunities, institutions can enhance their capacity to face challenges and drive sustainable coastal economic development, making institutional capacity strengthening a primary priority for stakeholders in Bima Regency.

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BEST PRACTICES IN CSR PROGRAMS: EMPOWERMENT OF URBAN HOME INDUSTRY ENVIRONMENTAL SUSTAINABILITY

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Abstract:

The concept of an urban village aligns with the sustainability development framework by enhancing urban civilization and socioeconomic culture. However, inadequate environmental management has led to problems, such as irresponsible household industries and small and medium enterprises exacerbating socio-environmental issues through poor waste management and unsanitary food production practices. The presence of companies plays a crucial role in community development through Corporate Social Responsibility (CSR) programs. An example is the "Innovative Food Urban-Village" initiative by PT KPI RU III, which addresses urban issues. This study aims to showcase CSR best practices. It employs both qualitative and quantitative methods, using a phenomenological approach. The results demonstrate that CSR best practices effectively address issues through various innovations, including: 1) household industry waste management, 2) urban village planning, 3) creative food products, and 4) good manufacturing practices. Some innovative tools include Green IPAL (waste management), Hygiene Saucepan, and Hygiene Production Table, with diverse products such as tempeh chips, tauchos, and herbal tea.

Keywords: CSR Programs, community development, social innovation, and Kampung Pangan Inovatif.

1. Introduction

Cities have become central hubs of human activity, continuously evolving and experiencing significant development (Hardilla dan tim, 2020). The hustle and bustle of city life have become routine for residents, profoundly shaping their lifestyles. Urban living culture has emerged as a notable phenomenon, reflecting the character of its inhabitants, whether consciously recognized or not. Urban settlements are diverse, comprising both 'formal' and 'informal' settlements, the latter often referred to as kampungs (Nugroho, 2019).

Kampungs, located either within or on the periphery of urban areas, are commonly known as urban kampungs. As an empirical reality, these urban kampungs serve as residential areas for city dwellers and have the potential to be sources of urban civilization, shaping the city's cultural, social, and economic character despite various limitations (Nugroho, 2009). Kampungs typically exhibit a complex interplay of social, economic, and spatial factors,

making their integration with the city a critical issue (Hamidah dan tim, 2016). Therefore, attention to the development of urban kampungs is essential, emphasizing their unique local characteristics as key determinants of their development (Purbadi dan Lake, 2019).

During the developmental phase, the concept of *kampung* is emphasized as a positive entity within the framework of sustainable development (Heryati, 2011). *Kampung* represents a vital component of the typical urban settlement model, demanding serious attention in its management across social, economic, cultural, and physical (Purbadi and Lake, 2019). Recognizing the strategic potential and unique settlement models of urban *kampungs* is imperative, placing them on par with other settlements in terms of effective management. However, urban kampungs integrated into urban settings are often perceived as challenges for urban communities.

Issues with urban *kampungs* often stem from surrounding communities' lack of awareness regarding the inadequate living conditions prevalent in terms of physical, environmental, infrastructural, and socio-economic aspects. Population movement back and forth towards urban *kampungs* is driven by the perception that economic opportunities in cities better cater to livelihood needs compared to the sustainability status of the physical environment in rural areas. The development and population growth within urban *kampungs* stand as primary factors inducing significant changes to their internal conditions. These changes manifest through heightened population densities and increased settlement demands, impacting the limited land availability in urban *kampungs* and leading to the emergence of slum areas. The continuous development of urban *kampungs* amidst rising population figures without adequate infrastructure results in these areas becoming pockets of unhealthy, unproductive, and environmentally unfriendly urban habitats (Akbar dan Alfian, 2018).

Given the unique attributes and challenges associated with urban kampungs, this discussion will focus on a specific city in South Sumatra, namely Kota Palembang. According to data from the Central Statistics Agency (BPS) of South Sumatra Province in 2022, Kota Palembang's population reached 1,686,073 people in 2021, positioning it as one of the most densely populated cities in the region of South Sumatra and the fifth most populous city

nationally (BPS Provinsi Sumatera Selatan, 2022). Moreover, South Sumatra Province ranks third lowest in terms of the proportion of households implementing Clean and Healthy Behavior (PHBS) at 25.1%, falling below the national average (Purwanto 2021). This underscores the necessity for Kota Palembang, as the capital city of South Sumatra Province, to prioritize PHBS implementation to mitigate deteriorating conditions within dense and slum-like urban kampungs. In a proactive effort to monitor and address slum areas, the Mayor of Kota Palembang, through decision number 325/KPTS/DPRKP/2020, identified a total of 53 locations of Slum Housing and Slum Settlements requiring collective attention (SK Walikota Palembang, 2020).

One of the areas identified as slum housing and slum settlements in Kota Palembang is *Kelurahan Plaju Ulu*. According to the decree issued by the Mayor of Palembang, *Plaju Ulu* encompasses an area of 7,000 hectares, housing a population of 611 households. This indicates a population density of up to 76 people per square kilometer in the *Plaju Ulu* area (SK Walikota Palembang, 2020).

The issue of dense and slum-like urban kampungs in *Kelurahan Plaju Ulu* is exacerbated by the presence of household industries unaware of the environmental impact of their activities. Particularly, some household industries in the *Plaju Ulu* area, including Food Processing Places (TPM), fail to meet health standards. Health data from Palembang City for the years 2019/2020 reveals that out of 37 TPMs documented in Plaju District, only 5 comply with health standards (Dinas Kesehatan Kota Palembang, 2020). The lack of health standardization in TPMs in *Kelurahan Plaju Ulu* is exemplified by one tempeh producer, which still utilizes used oil drums and disposes of production waste in the environment.

The tempe production activities in the aforementioned village generate tempe wastewater reaching 7 million liters annually. Additionally, the accumulation of solid tempe waste in the residential areas of *Kelurahan Plaju Ulu* can reach 54 tons per year. Consequently, an unpleasant odor emanates from the drainage due to pollution caused by the tempe industry's waste. Consequently, it is not uncommon for the surrounding community to voice complaints about this situation. Nonetheless, tempe producers in *Kelurahan Plaju Ulu* possess the

potential to be one of the pillars of the local economy, with an annual turnover reaching *one billion rupiahs*. The significant turnover generated by the *24 tempe production kitchens* serves as a potential reinforcement that the tempe industry in *Plaju Ulu* must be preserved alongside its historical significance.

Furthermore, tempe producers in the *Plaju Ulu* area constitute the oldest tempe industry hub in Palembang. Local accounts state that tempe producers in *Kelurahan Plaju Ulu* have been present since 1952. Additionally, the business cycle of this tempe industry also serves as one of the potential job opportunities, with a current record of 96 workers employed. However, despite reflecting on this historical aspect, the community still struggles to raise awareness among tempe producers regarding production standards and environmental status.

Acknowledging the emerging urban *kampung* issues, PT KPI RU III *Plaju Ulu* collaborates with other stakeholders to address these problems through community empowerment approaches. The community empowerment program by PT KPI RU III *Plaju Ulu* is implemented as part of the company's Corporate Social Responsibility and Environmental Responsibility (CSER) program, which aligns with the company's vision and mission. This condition is aligned with the results of social mapping in 2019, recommending programs related to waste processing and utilization as well as the optimization of urban *kampung* backyard land in *Kelurahan Plaju Ulu*, strengthened by the social potential related to tempe producers.

In light of the aforementioned conditions, a Focus Group Discussion (FGD) was conducted with the community to gather all pertinent issues and potentials, tailored to the needs and aspirations of the residents. PT KPI RU III *Plaju* not only addresses issues, potentials, and the company's vision and mission but also aligns with the national-scale sustainable development agenda. This agenda is outlined in Ministerial Regulation No. 14 of 2018, which focuses on the prevention and improvement of the quality of slum housing and slum settlements.

PT KPI RU III *Plaju Ulu* also implements community empowerment programs that resonate with this national-scale sustainable development agenda. These programs encompass

environmental drainage, wastewater treatment, waste management, and fire protection aspects (Kementerian Pekerjaan Umum dan Perumahan Rakyat, 2018). Through the ***Kampung Pangan Inovatif*** (Innovative Food Village Program), positioned as a flagship innovation for health, the company endeavors to enhance the quality of cultural, socio-economic, and environmental facets by leveraging the unique local-based characteristics of the community. This includes tapping into the historical significance of tempe production and optimizing land productivity through yard utilization. Furthermore, this program seeks to elevate the quality of the community's food industry, reflecting the company's support for the South Sumatra Province government's agenda through the South Sumatra Independent Food Movement (*Gerakan Sumatera Selatan Mandiri Pangan*).

This research employs a mixed methods research approach, which combines both qualitative and quantitative methods. According to Creswell & Clark, mixed methods research design is rooted in philosophical assumptions about inquiry methods. It provides guidance on data collection and analysis, with the blending of both approaches occurring during the writing process. Creswell and Clark argue that the simultaneous use of qualitative and quantitative approaches can offer a deeper understanding of research issues than when used separately (Creswell & Clark, 2007).

The qualitative approach utilized in this research is phenomenological, which involves the philosophical study of phenomena. Rooted in the interpretive constructivist paradigm, phenomenology emphasizes that reality emerges through an active process of consciousness but does not equate to idealism, which denies objective reality (Delfgaauw, 2021, p. 105). On the other hand, the quantitative approach in this study employs a comparative technique. Comparative research aims to assess the level of difference in a variable between two distinct groups.

Qualitative data collection techniques in this research include interviews, observations, and literature studies. Interviews serve as a crucial tool in qualitative research writing, typically focusing on three central themes: behavior, value systems, and the emotions of the research subjects (Salim, 2006, p. 18). Observations adhere to two primary principles: qualitative

observers should refrain from interfering with the affairs of the research subjects, and they must maintain the natural aspects of the research subjects (Salim, 2006, p. 14). In the literature study data collection technique, data is gathered through desk studies based on supporting program documents and secondary data sources.

2. Result and Discussion

The Innovative Village Food Initiative represents a social innovation aimed at addressing the challenges posed by dense and squalid Urban Villages by harnessing the available local potential. This initiative introduces various innovations focusing on 1) Tempe Industrial Waste Processing, 2) Urban Village Area Arrangement, 3) Creative Food Processed Products, and 4) Clean Production. These innovations, aimed at mitigating the issues of urban villages, prioritize locality-based uniqueness as a key factor in sustainable development. By leveraging the constraints (such as limited land) and challenges (such as waste management) encountered by urban villages, the Innovative Village Food Initiative transforms them into viable opportunities for development. The initiative capitalizes on the historical and social significance of the tempe industry, which has been present since 1952, as one of the community's assets to drive innovation and preserve the distinctiveness of *Plaju Ulu* Village within Palembang City. Employing a micro-level problem-solving approach, PT KPI RU III Plaju aims to contribute positively to sustainable development, rejecting the notion that it is merely theoretical or unattainable. Instead, it emphasizes the practical implementation possibilities inherent in such initiatives.

The Social Innovation embodied by the Innovative Village Food initiative underscores the urgency of addressing external factors in tandem with internal factors, particularly the individuals themselves. This aligns with the notion of a sustainable future, which encompasses considerations of human sustainability alongside economic, social, and environmental aspects. Within the Innovative Village Food initiative, the promotion of human sustainability entails efforts to enhance ethical human capacity, spanning education, health, and the

fostering of spiritual, emotional, and intellectual well-being. PT KPI RU III undertakes these efforts to empower the community, enabling them to understand their environment and behave in a humane and responsible manner. The aim is for the community to become self-reliant once the company's assistance concludes, leveraging the knowledge, skills, and experiences gained during the program.

Interventions targeting attitudes and the cultivation of independent human behavior necessitate a gradual process. Therefore, it is imperative to comprehend the characteristics of the community and the region, which are then translated into various activities and innovations. The array of innovations facilitated through the collaboration between PT KPI RU III *Plaju Ulu* and the community fosters an integrated innovation cycle encompassing all sustainable activities. This cycle is epitomized by the Taman IPAL Mandiri Energi initiative. Implemented through various strategies, including the construction of IPALs for tempe craftsmen in 2021 and 2022, this initiative signifies a pioneering approach to waste management. In 2021, the construction of tempe IPALs in *Plaju Ulu* Village embraced the Community-Based IPAL Development concept, wherein individuals within the community undertook IPAL construction individually rather than collectively. Subsequently, in 2022, the community, in collaboration with the company, innovatively introduced solar-powered IPALs, which are utilized collectively and feature an integrated cycle. This 2022 construction marks a novel and unique application of energy-based waste management in Palembang City.

The cycle emphasizes the utilization of Communal Wastewater Treatment Plants (IPAL Komunal) by the tempe community in *Plaju Ulu* to process liquid waste present in the community. Environmental impact studies indicate a reduction in pollutant parameters, as demonstrated in the table below. The levels of contaminants notably improve compared to pre-treatment levels through Communal Wastewater Treatment Plants. The environmental impact observed in this cycle includes a reduction in BOD pollution levels by 1212.09 tons per year, COD by 51215.78 tons per year, TSS by 18.10 tons per year, and an increase in pH from 3.8 to 6. In addition to utilizing Communal Wastewater Treatment Plants, some tempe artisans (4 individuals) also utilize individual wastewater treatment plants. The construction of

both individual and communal wastewater treatment plants is capable of treating a total of 1916.25 m³/year of liquid waste for 8 tempe artisans. The reduction in levels of tempe production liquid waste pollution not only impacts the environmental status and the health of the tempe artisans but also benefits the entire community in *Kelurahan Plaju Ulu*.

Mitigation of issues regarding the installation of Communal Wastewater Treatment Plants for tempe artisans is conducted through various discussions and studies to prevent potential losses or conflicts in the future. One evidence of successful implementation through discussions and studies is the installation of solar panels (solar cells) as the electrical power source for wastewater treatment plant utilization. The solar panels used to power the wastewater treatment plant serve as the driving force for oxygen circulation inside the plant. Additionally, the electrical power generated is utilized to extract treated liquid waste from the wastewater treatment plant outlet using an electric pump generator. The use of solar panels is deemed effective and does not burden the tempe artisans utilizing the Communal Wastewater Treatment Plants, as it helps reduce electricity usage costs by Rp. 2,615,444 per year. The potential energy saved amounts to 1934.5 kWh/year. Furthermore, solar panels also represent a technology supporting Renewable Energy Sources (EBT) to promote a better environmental impact. The potential reduction in greenhouse gas emissions amounts to 1.644325 tons of CO₂ per year.

The social impact of this cycle is profound, transforming waste from a source of discord between tempe artisans and the community into a processed resource through the Independent Energy Wastewater Treatment Plant (IPAL) Garden cycle. This transformation eliminates odors and provides tangible livelihood benefits. The Innovative Village Food Initiative positively affects 300 households in the area. The program's social impact extends to fostering social cohesion through community gatherings, both among artisans and non-artisans, in gazebos, thereby enhancing security in the surrounding area. This effort is recognized with the POSKAMLING award at the Palembang City level.

Solid waste processing and utilization play a significant role in the community, serving as animal feed and maggot feed. Animal feed, primarily used by cattle breeders before Eid al-

Adha, adds nutritional value to cattle during their growth or fattening process, enhancing the solid waste's value by Rp. 5000/10Kg. Furthermore, tempe solid waste serves as maggot feed, benefiting not only the tempe association in *Plaju Ulu* but also the Barokah Fish Farming Group (POKDAKAN) in the Sungai Rebo area. This collaboration fosters social relationships between regions and increases protein nutrition for fish by 60.2%.

In addition to wastewater treatment plant utilization, PT KPI RU III *Plaju Ulu* collaborates with the community to seek innovations processing liquid waste for environmental benefits. Liquid Organic Fertilizer (POC) production emerges as an alternative for unprocessed or underutilized liquid waste. POC serves as additional nutrition for plants in vertical gardens, reducing community reliance on chemical fertilizers. Through these initiatives, the community achieves sustainability while enhancing environmental stewardship. Penggunaan POC ini berdampak pada pengurangan penggunaan pupuk kimia di masyarakat.

The next innovation focuses on optimizing land utilization, providing community education to maximize the productivity of urban village backyard land. This innovation encompasses three methods: 1) Vertical Gardens, 2) Hydroponics, and 3) Family Medicinal Gardens. Medicinal plants such as sambiloto, telang, stefia, mint, and betel are utilized in these gardens. The utilization of hydroponics introduces the concept that water, not just soil, can support plant growth, with crops like mustard greens, bok choy, lettuce, and stefia thriving in this system. Family Medicinal Plant Gardens, meanwhile, cater to yards with larger planting areas and feature plants like bidara and roselle, which require strong creeping roots.

As a program centered on food, innovations are closely tied to processed products derived from local potential. This program has been ongoing since 2020 and continued until 2022. Community capacity-building efforts include product diversification training. Support activities from Small Medium Enterprise Economic Competition students and training sessions by the Faculty of Public Health (FKM) of UNSRI have led to an expansion of processed food varieties, from tempe alone to include tempe chips, tauchos, and nuggets. Diversifying tempe derivative products has boosted the income of tempe artisan groups by Rp 90,000,000/year.

Regarding products resulting from land optimization, herbal tea products, trendy herbal drinks, puddings, and pempek (a type of Indonesian fish cake) are notable. The diversification of products from backyard land utilization, such as Family Medicinal Plant Gardens, has increased sales by 1,980 packets, generating a total revenue of Rp 39,600,000. Hydroponic sales have increased by 165 kilograms/year, with a total sales value of Rp 3,300,000. Additionally, the initiative has positively impacted the diversification of complementary feeding products (MPASI) from Family Medicinal Plant Gardens, totaling 4,400 units, resulting in savings of Rp 26,400,000/year for 50 toddlers. Herbal tea products have gained popularity as souvenirs during G20 activities in Bali Island. These outcomes demonstrate that diversifying processed food products based on local potential and land optimization can lead to significant changes in community practices.

A novel aspect of empowerment undertaken by the company within the Innovative Village Food program is the establishment of a clean production process chain in managing the food industry. This clean production process chain encompasses four key pillars: 1) marketing and raw materials, 2) production facilities, 3) production processes, and 4) the environment. Within the marketing and raw materials process, two hindering issues in the clean production process were identified: fluctuations in raw material prices and market competition. To address these challenges, PT KPI RU III Plaju, in collaboration with the community, established a cooperative named the Plaju Tempe Artisans Cooperative. While primarily structured to support tempe artisan groups, this cooperative represents a significant breakthrough for local housewives and MSMEs. The cooperative's formation involved the establishment of structural guidelines and Articles of Association (AD/ART) with the assistance of a local notary. Beyond sustaining business ventures, the cooperative serves as a learning platform and fosters social cohesion within the community. The establishment of this cooperative was accompanied by the socialization of cooperative management and infrastructure development. The cooperative's management has successfully implemented an improved distribution and marketing management system. Collaborating with PRIMKOPTI Kota Palembang, the cooperative

manages the distribution of quality soybean raw materials at affordable prices, particularly benefiting tempe artisans. Through cooperative marketing initiatives, backyard entrepreneurs can also promote their products. Furthermore, the cooperative's management facilitates partnerships between artisans and livestock groups, enabling the utilization of waste from tempe production for various purposes. This cooperative management exemplifies how the concept of social innovation has enhanced organizational capabilities through the development of structural frameworks, transforming what was once solely tempe artisan associations into cooperative groups.

In addressing issues related to production facilities within the value chain process, two primary concerns were identified: the use of non-food grade equipment and inadequate production safety measures. To tackle the challenge of non-food grade equipment, four key initiatives were implemented: the innovation of hygienic drums and tables, organization of production kitchens, and the provision of equipment such as ovens or *Dehidrator Makanan Energi Panas dan Cahaya* (DEMANG PANCA). The innovation of hygienic drums directly addresses the issue faced by housewives and MSMEs in *Plaju Ulu*, where tempe artisans previously utilized used oil drums for production—a practice with potential health risks if the products are consumed. Recognizing the hazards associated with used oil drums classified as hazardous waste (B3), endangering human health, a shift to stainless steel hygienic drums was undertaken for 20 tempe artisans in *Plaju Ulu* Village. This transition involved collaboration between the company and the community, ensuring the drums met safety standards before distribution. Equipped with handles for mobility, these hygienic drums facilitate safer production processes.

Field data indicates a significant increase in efficiency, with hygienic drums boiling tempe considerably faster, reducing the consumption of LPG gas by 3 kg per cycle. Prior to this innovation, one gas cylinder was typically used per day of production, but with hygienic drums, one cylinder now lasts for two days, leading to a substantial reduction in CO₂ emissions by 16.2 tons CO₂eq for 20 tempe production households. Furthermore, the transition from traditional fuel sources like firewood to LPG gas also results in an annual reduction of 11.07

tons CO₂ emissions per artisan. Economically, the savings accrued from reduced LPG gas refill purchases amount to Rp. 21,600,000/year for the group, with additional savings of Rp. 23,040,000 over three years from not having to purchase traditional production drums.

An additional advancement concerning production facilities pertains to the introduction of hygienic fermentation tables. Previously, artisans utilized makeshift tables crafted from tarpaulin as the base and wood as the frame, with some resorting to black plastic as an alternative base. Unfortunately, the utilization of tarpaulin or black plastic as the table base for fermentation led to the adherence of mold spores to the product, rendering it unfit for consumption due to the substances present in these materials. Consequently, the implementation of hygienic fermentation tables constructed from stainless steel has significantly enhanced the quality of the resulting products.

The fabrication of these fermentation tables entails collaborative efforts between companies and the community in their design. One significant challenge encountered during their production is the varying dimensions of each household's production kitchen, making it challenging to tailor the tables to suit individual kitchen sizes. To tackle this issue, PT KPI RU III *Plaju* has developed two standard sizes deemed proportional for general production use. The smaller variant measures 160 cm in length, 80 cm in width, and 90 cm in height, facilitating the production of up to 50-60 kg. Conversely, the larger table spans 200 cm in length, 90 cm in width, and 90 cm in height, accommodating production volumes of up to 100 kg. The distinctive feature of these innovative fermentation tables lies in their multifunctionality, serving purposes such as washing, draining, and fermenting, thereby optimizing equipment utilization. Alongside the perceived efficiency gains, the adoption of these hygienic fermentation tables diminishes the necessity to procure tarpaulin or plastic, resulting in an estimated annual cost savings of approximately Rp 22,800,000 in fermentation table production expenses.

Achieving the standardization of clean production undoubtedly hinges on maintaining pristine kitchen conditions. Tempeh artisans have received education on upholding cleanliness standards in their kitchens. Notably, four production kitchens have been designated as demonstration sites for clean production practices. These kitchens not only

adhere to stringent cleanliness standards but also necessitate ample space and proper waste disposal mechanisms. The initiatives revolving around drums, tables, and kitchens are aimed at ensuring product hygiene. Furthermore, additional provisions have been made for household industries (IRT) or micro, small, and medium enterprises (UMKM), including ovens or DEMANG PANCA, to facilitate efficient drying processes in tea production.

Another ongoing concern in the domain of facilities and infrastructure pertains to ensuring the safety of the production process. To address this, PT KPI RU III Plaju has equipped artisans with Personal Protective Equipment (PPE) and Ready-to-Use Fire Extinguishers (APAR). The production PPE provided to tempeh artisans encompasses head protection (hairnets), two pairs of gloves, boots, and protective clothing (aprons). The provision of PPE aims to heighten awareness among tempeh artisans regarding health and safety protocols in the workplace, thereby mitigating the risk of workplace accidents. Additionally, as part of the mitigation strategy, PT KPI RU III Plaju furnishes one APAR per tempeh artisan. Both initiatives are geared towards fostering safe production practices.

The third crucial component in the clean production value chain is the production process itself. Within this domain, challenges arise concerning the limited production capabilities of businesses. Consequently, PT KPI RU III Plaju endeavors to enhance individual capacities through training, diversified product practices, and clean production guidance. Collaborating with academics from the Faculty of Public Health (FKM) at the University of Sriwijaya (UNSRI), the training sessions yield various derivative products related to tempeh, such as tempeh chips, tauchu, tempeh nuggets, tempeh cookies, and tempeh flour. Moreover, alongside tempeh derivative products, offerings extend to Traditional Herbal Medicines (TOGA), including pudding and blue pea flower pempek.

Moreover, the advent of innovative food village initiatives has catalyzed novel social practices within society, fostering collaboration in waste processing and utilization, optimizing yard space, diversifying products, and engaging in community-based disaster mitigation efforts. This collaborative effort involves various groups such as tempeh associations, maternal and child health posts (posyandu), and the Barokah Community Empowerment

Facilitation Group (POKDAKAN). Individually, these innovative food village initiatives instigate changes in each participant, whether directly or indirectly involved, raising awareness about the collective responsibility in developing potentials and addressing urban village challenges. This is achieved through initiatives like utilizing household yards for vertical gardens, Traditional Herbal Medicine (TOGA) cultivation, and hydroponics, thereby maximizing land use and fostering a cleaner and more pleasant environment.

The overarching concept of innovation within the Innovative Food Village Program not only fosters social cohesion by tackling issues in densely populated urban areas and addressing tempeh and household waste pollution in the *Plaju Ulu* Sub-District but also revolutionizes systems and generates various new products. These products include liquid organic fertilizer derived from tempeh waste, animal feed from solid tempeh remnants, fish and vegetable products from BIKASEM aquaculture, and a plethora of innovations in TOGA, vegetable, and tempeh processing. The creation of these new products is facilitated by a novel system implemented by the local community, leveraging PT KPI RU III's core competencies in aspects such as hygiene, safety, clean food industry production, and renewable energy management. This innovation process serves as a more effective and efficient alternative to previous methods. The Innovative Food Village social innovation program has the potential to spawn new groups producing a variety of innovative products that mutually support each other in the production process.

3. Conclusions

Densely populated and slum urban settlements represent intricate residential areas with inherent local challenges and potentials. Often, issues in urban villages stem from a lack of awareness within the surrounding community regarding inadequate living conditions, encompassing environmental, infrastructural, and socio-economic aspects. These villages constitute a fundamental component of the urban settlement model, demanding comprehensive management across social, economic, cultural, and physical dimensions. Consequently, PT Kilang Pertamina Internasional RU III Plaju collaborates with the community

to address urban village issues and explore alternative solutions. Through techniques such as social mapping, stakeholder engagement, and conducting Focus Group Discussions (FGD) with the community, the Innovative Food Village social innovation initiative is launched.

The Innovative Food Village Program, initiated in 2021, is an extension and replication of PT KPI RU III's ongoing area management program since 2018, known as the *Mari Berkreasi* Program. Operating within the *Plaju Ulu* Sub-District, the Innovative Food Village Program aims to alleviate challenges in slum areas and densely populated urban settlements by engaging in waste processing activities and optimizing limited land for green spaces and innovative food production. Tangible outcomes of this program encompass Independent Energy Self-Sustaining Waste Treatment Plants (Taman IPAL Mandiri Energi), Community-Based Tempeh Waste Management, TOGA garden management for area beautification, diversification of processed food products, and establishment of production process chains. Notable products resulting from these endeavors include solar-powered wastewater treatment plants, hygienic tables and drums, Liquid Organic Fertilizer derived from Tempeh Waste, utilization of maggots from tempeh waste, and the creation of innovative food products derived from TOGA, vegetables, and tempeh.

This scenario underscores the significance of knowledge sharing initiatives led by the dedicated personnel and stakeholders of PT KPI RU III in conjunction with the local community. These knowledge-sharing endeavors encompass various facets, including wastewater treatment plant management, food hygiene practices, and food production safety protocols. The genesis of new innovations, such as the pioneering Solar Cell-powered wastewater treatment plant in Palembang City, owes much to the active involvement of the community in identifying challenges and co-creating viable and sustainable solutions. The collaborative innovation between PT KPI RU III, the community, and governmental bodies has not only mitigated social tensions arising from the odor of tempeh waste but has also heightened residents' awareness regarding environmental conditions.

Ultimately, all innovative products and processes emerging from the Innovative Food Village are interconnected and mutually sustainable. Tempeh waste, once a pollutant, is now

repurposed into a valuable resource for households managing TOGA and vertical gardens after being converted into fertilizer. Subsequently, the TOGA and plants cultivated serve as ingredients for complementary and supplementary feeding for infants, adhering to stringent hygiene standards and contributing to improved child nutrition. Moreover, residual food production processes and food waste are combined with solid waste to produce maggots, which serve as nutritious fish feed for the Barokah Community Empowerment Facilitation Group. The fish, in turn, are redistributed as food within the community, thus completing a virtuous cycle of resource utilization and community empowerment.

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DIGITAL TRANSFORMATION IN PUBLIC SERVICES: LESSONS FROM THE INVESTMENT AND INTEGRATED ONE-STOP SERVICES OFFICE OF BIMA REGENCY

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Abstract:

This research aims to identify and analyze the challenges and obstacles in the digital transformation of public services in the Bima District, particularly in licensing services. The urgency of this research lies in understanding the impact of digital transformation on the quality of life of the community and the progress of the local economy. By identifying specific challenges faced by Bima District in adopting technology for licensing and integrated services, this study provides valuable insights for effective decision-making and sustainable policy development. The research method employed is a qualitative descriptive approach, involving data collection through literature review, in-depth interviews with stakeholders, and direct observation of licensing and integrated service processes. The findings indicate that despite progress in digitizing licensing services, challenges such as low digital literacy and inadequate technology infrastructure persist. However, system integration and increased investment have positively impacted public service efficiency and investment attraction. Further efforts are needed to improve infrastructure and information technology training to achieve greater digital transformation in Bima District. Collaboration among the government, community, and private sector is key to achieving this goal. Thus, this research not only supports local economic growth but also strengthens community involvement in public services.

Keywords: Digital Transformation; Integrated; Licensing Services; Bima District.

1. Introduction

Digital transformation in public services has become an urgent and strategic necessity in the era of globalization and the Fourth Industrial Revolution, particularly to enhance efficiency, transparency, and citizen satisfaction with government-provided services (Wasdi et al., 2021). By implementing the latest information and communication technologies, such as online application systems, big data, and artificial intelligence, governments can simplify procedures, reduce cumbersome bureaucracy, and accelerate response times to citizen service request (Widiyaningrum, 2022); (Mubarika et al., 2021). This transformation not only strengthens citizen engagement and participation in

development by providing easier and faster access to public services but also opens up significant opportunities for transparency and accountability in the management of these services (Androniceanu, 2023); (Nasrullah et al., 2020). Consequently, digital transformation enables governments to be more responsive to the needs and expectations of citizens, while improving the quality of life through more effective and efficient services (Meriyani et al., 2022); (Subowo et al., 2019a).

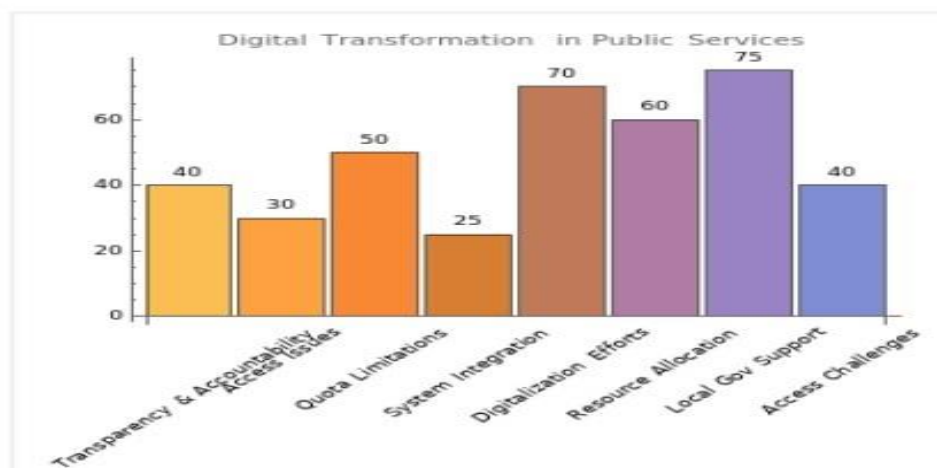
However, digital transformation in public services faces complex global and national challenges, encompassing a wide spectrum from technology infrastructure issues to digital divides and concerns about security and data privacy (Subowo et al., 2019b); (Revisi, 2012). Globally, differences in technology access and availability among countries widen the digital divide, limiting the ability of developing countries to align their public services with global digital standards (Pratiwi et al., 2021). At the national level, these challenges are compounded by the need to integrate legacy systems with new technology, requiring significant investment in both financial and human resources. Additionally, organizational cultural changes and resistance to adopting new technologies often impede progress (Astuti, 2021). Cybersecurity and data protection are major concerns, as increasing cyberattacks and data breaches raise questions about the reliability and security of digital public service systems (Wismayanti & Purnamaningsih, 2021). Overcoming these challenges requires cross-sector collaboration, sustainable investment in technology and training, and policy development that balances innovation with privacy and data security protection (Lestari et al., 2023).

Efforts to transform licensing services through digitalization represent a significant aspect of modernization. However, several factors can lead to the failure of these digital initiatives (Ramli & Hasbullah, 2021). Firstly, the low levels of transparency and accountability in public services suggest that digital transformation efforts have not been fully optimized (Rahman et al., 2019). This results in a negative perception of licensing services, potentially hindering investment and economic growth. Additionally, inefficiencies in the integration of licensing processes across institutions, prolonged service times, and

practices of corruption, collusion, and nepotism further exacerbate the issue (Assegaf et al., 2019). Moreover, the implementation of digitalization in licensing systems faces several obstacles that render it ineffective and inefficient, such as difficulties in application accessibility, limited quotas for system-related competencies, and incomplete integration of supporting systems (Fadhilah & Prabawati, 2019).

The following bar diagram visualizes data on the challenges of digital transformation in public services based on various previous research findings;

Figure 1. Challenges of Digital Transformation in Public Services



Source: Road-Map MenpanRB, 2023

Nevertheless, digital transformation represents an effort to reform services by rectifying past national development shortcomings, where licensing services were previously complex, time-consuming, and prone to exploitation by brokers and illicit fees. Current efforts aim to change this perception by offering simplicity, speed, transparency, and efficiency in procedures. Strong support and the benefits derived from digitizing licensing service systems have significantly improved effectiveness and efficiency in terms of time and cost (Fadhilah & Prabawati, 2019); (Afriyani et al., 2022); (Purwani & Suryawati, 2021).

This transformation is evident in Bima Regency, where the rapid development and utilization of Information and Communication Technology (ICT) have profoundly impacted various sectors, including governance and public services, under the banner of Digital Government (Bilyastuti, 2019). This shift marks a transition from previously closed and internally focused governance to a more transparent and user-oriented approach (Ed et al., 2021). However, despite its potential, Digital Government in Bima Regency faces numerous challenges and obstacles (Mulyadi & Romdana, 2018).

In Indonesia, including Bima Regency, the level of transparency and accountability in public services remains relatively low, indicating that digital transformation has not yet reached its full potential (Bradley, 2012). Negative perceptions of licensing services and impediments to investment persist, as there is a strong correlation between investment and economic growth (Djira et al., 2020). Inefficiencies in integrating licensing processes across institutions, lengthy service times, and the prevalence of corruption, collusion, and nepotism at various governmental levels further complicate the situation in Bima Regency (Daub et al., 2020).

However, the introduction of innovations and the utilization of Information and Communication Technology (ICT) in public services, exemplified by the implementation of the Electronic Government System (SPBE) or E-Government, are anticipated to address these challenges (Sulandari et al., 2021). These innovations not only aim to enhance the quality and efficiency of public services but also to instill trust in government institutions among the public. Yet, achieving successful digital transformation in Bima Regency necessitates a systematic approach, robust planning, and the engagement of all stakeholders, including the community and private sector (Abdullah et al., 2022). The challenges in implementing digital government in Bima Regency are multifaceted, encompassing technological, structural, and cultural reforms within bureaucracy, alongside collaborative endeavors to foster an investment-friendly climate for both domestic and international investors (Winda Lestari, 2018); (Jusman et al., 2018).

Thus, the objective of this research is to identify and analyze the hurdles encountered in digital transformation within public services in Bima Regency, with a particular focus on licensing services. Additionally, the research aims to evaluate the effectiveness and efficiency of ongoing digitalization efforts and to propose recommendations and strategies to bolster the implementation of digital government in licensing services in Bima Regency.

The significance of this research lies in comprehending the impact of digital transformation on the community's quality of life and local economic development. By pinpointing specific challenges faced by Bima Regency in adopting technology for licensing and integrated services, this research offers valuable insights to inform decision-making and facilitate sustainable policy development. Moreover, a nuanced understanding of successful and unsuccessful strategies and initiatives will provide instructive guidance for other regions in Indonesia grappling with similar challenges in implementing digital transformation within public services. Consequently, this research not only underpins local economic growth and job creation by enhancing licensing process efficiency but also establishes a framework for fostering public trust in government institutions and reinforcing governance structures that are responsive and transparent to community needs in the digital age.

Methodologically, this research employs a qualitative descriptive approach to gain a comprehensive understanding of digital transformation in public services, with a specific focus on the Investment and Integrated One-Stop Service Agency (DPMPTSP) of Bima Regency. The research methodology commences with a thorough literature review encompassing analyses of documents related to digital transformation, public services, and local policies. Subsequently, data collection is conducted through in-depth interviews with diverse stakeholders, including government officials, DPMPTSP personnel, local entrepreneurs, and community members utilizing licensing services. Direct observation of the licensing process and integrated services further enriches the dataset, providing comprehensive insights. Thematic analysis is then employed to discern patterns, themes,

and relationships within the collected data. The findings of the analysis will be interpreted to delineate key insights and formulate recommendations for enhancing policy and practices within DPMPTSP.

2. Result

In this section, we will delve into a thorough discussion and analysis of research issues, focusing on several key indicators. These indicators, namely the availability of digitalized services, system integration, ease of access, acceleration of licensing processes, and initiatives to stimulate investment, will be meticulously examined. Through this exploration, we aim to provide a comprehensive overview of the efficacy of digital transformation in augmenting the quality of public services and fostering local economic growth in Bima Regency.

2.1 The Availability of Digitalized Services and Acceleration of Licensing Processes

The availability of digitalized services stands as a pivotal aspect in the transformation of both public and private sectors in the contemporary era, signifying a substantial shift from traditional methods of providing access and efficiency to citizens and consumers (Pramita et al., 2014). Digitalization facilitates unrestricted access to services irrespective of time and location, enabling individuals to swiftly and securely obtain information, conduct transactions, and engage with service providers through their digital devices. This not only enhances user satisfaction by diminishing wait times and expediting service processes but also aids in resource optimization and reduction of operational costs (- et al., 2020). Moreover, digitalization of services facilitates the collection of vast amounts of data and analytics, which can be leveraged to enhance service quality, inform policies, and bolster decision-making based on insights derived from the (Rengifurwarin, 2019).

In the backdrop of globalization and intense competition, the availability of digitalized services emerges not only as a necessity but also as a pivotal strategy for innovation, economic growth, and social inclusion, underscoring the significance of digital

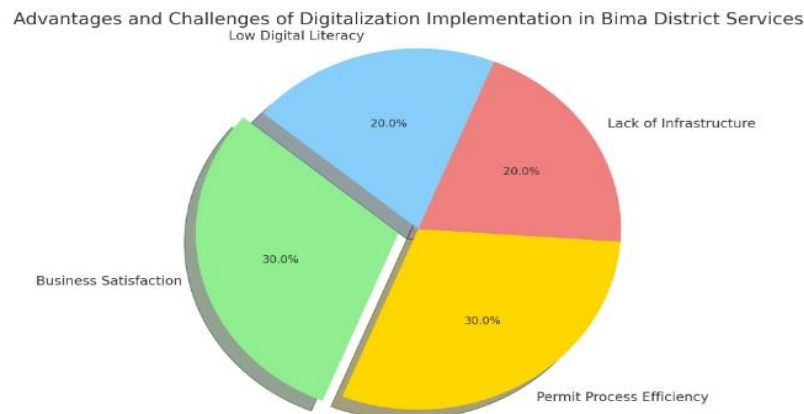
transformation in fostering a more interconnected, efficient, and inclusive society (Baharuddin, 2020).

Thus, research findings indicate that the implementation of digitalized licensing services in Bima Regency yields substantial benefits for the efficiency and effectiveness of public services. Studies on the quality of business licensing services through the Online Single Submission (OSS) system demonstrate heightened satisfaction among business actors, driven by the convenience and swiftness of the licensing process. Supported by a robust regulatory framework, particularly Government Regulation Number 5 of 2021, the introduction of the OSS system since 2018 has effectively facilitated business actors in acquiring permits, as evidenced by survey outcomes reflecting elevated levels of satisfaction with service quality. Key factors such as tangible digital service evidence, prompt and accurate service delivery by employees, and timely service assurance contribute significantly to this surge in satisfaction.

However, there exist weaknesses and challenges that necessitate attention to achieve full optimization of this digital service system. Among them is the suboptimal infrastructure support, characterized by budget disparities among Regional Work Units and insufficient availability of specialized administrative personnel to manage website content, leading to outdated information. Additional constraints encompass low digital literacy among senior employees and inadequate internet connectivity infrastructure. These challenges underscore the need for ongoing efforts such as continuous Information Technology training and infrastructure enhancements to overcome barriers and ensure seamless and efficient access to digital services for all segments of society.

The following pie chart illustrates the distribution of advantages and disadvantages associated with the implementation of digitalized services in Bima Regency, based on previous research data.;

Figure 2. Proportion of Advantages and Disadvantages of Implementing Digital Services in Bima Regency



Resource: Primary Research Data, 2023

Advantages, such as "Business Actors' Satisfaction" and "Licensing Process Efficiency," each account for 30% of the overall aspects. Meanwhile, weaknesses, including "Lack of Infrastructure" and "Low Digital Literacy," also contribute 20% each. This diagram highlights substantial advantages, alongside notable weaknesses, underscoring the importance of addressing infrastructure and digital literacy issues to further enhance the implementation of digitalized services in Bima Regency.

2.2 System Integration

The capability of system integration in licensing services stands as a crucial determinant of efficiency and effectiveness in public services, particularly in the increasingly digitized era (Manda, 2021); (Hairah & Budiman, 2021); (Scupola, 2019).. System integration enables seamless communication and operation among various platforms and applications, thereby reducing barriers and redundancies in the licensing process (Rahayu et al., 2021). This not only expedites response times to permit applications from businesses and the public but also enhances the accuracy and reliability of managed data. With system integration, the government can offer more transparent and accessible services anytime and anywhere, facilitating better monitoring and evaluation of the licensing process while

strengthening collaboration between agencies or departments (Sudjai et al., 2023). Furthermore, system integration supports the implementation of policies such as the Online Single Submission (OSS), which aims to simplify the business licensing process, foster more inclusive public services innovation, respond to the needs of society and businesses, and fortify the foundation for sustainable digital economic development (Syarif, 2020).

System integration within the context of Investment Licensing and One-Stop Integrated Services (PTSP) has been a primary focus in both research and public policy implementation across various regions from 2015 to 2023. Studies underscore the significance of establishing a robust technology infrastructure and creating a supportive policy framework to facilitate more efficient and effective licensing processes. Research findings conducted in Bima Regency indicate that, despite efforts to digitize public services, achieving system integration still encounters several obstacles. These challenges include limitations in technology infrastructure, policy inconsistencies among work units, and low human resource capacity. These findings emphasize that the success of system integration hinges not only on technology adoption but also on human resource capacity building and policy harmonization across sectors.

Moreover, system integration is deemed critical in fostering connection and synergy among various licensing services managed by the Investment Licensing and One-Stop Integrated Services Office in Bima Regency. This entails ensuring that the licensing process can proceed smoothly and swiftly, thereby enhancing Bima Regency's allure as an investment destination. The study suggests that effective system integration not only accelerates the licensing process but also provides clarity and legal certainty for investors. Therefore, the PTSP Directorate assumes a strategic role in ensuring that system integration can bolster the objective of increasing investment through more responsive and transparent services.

In light of these research findings, it becomes evident that the implementation of system integration in PTSP licensing services necessitates a comprehensive approach. This encompasses enhancing technology infrastructure, harmonizing policies across

sectors, building human resource capacity, and ensuring the provision of quality, responsive, and transparent services. Thus, system integration transcends mere technology adoption; it entails creating a public service ecosystem conducive to supporting economic activities, reinforcing good governance, and ultimately enhancing societal welfare.

2.3 Increased Investment

The ease of licensing services plays a pivotal role in stimulating investment, as efficient and transparent licensing processes directly influence the speed and simplicity with which businesses can commence and expand their operations (Febriyanti, 2023). Digital system integration in licensing services, exemplified by the implementation of the Online Single Submission (OSS) system, furnishes an integrated platform that expedites the business permit application process, reduces bureaucracy, and enhances procedural transparency. This not only instills investor confidence in a region's business environment but also solidifies its position as an appealing investment destination. Thus, simplifying and expediting licensing services significantly contributes to augmenting investment inflows, which, in turn, can catalyze economic growth, job creation, and innovation at both local and national levels (Hidayat Putri et al., 2020).

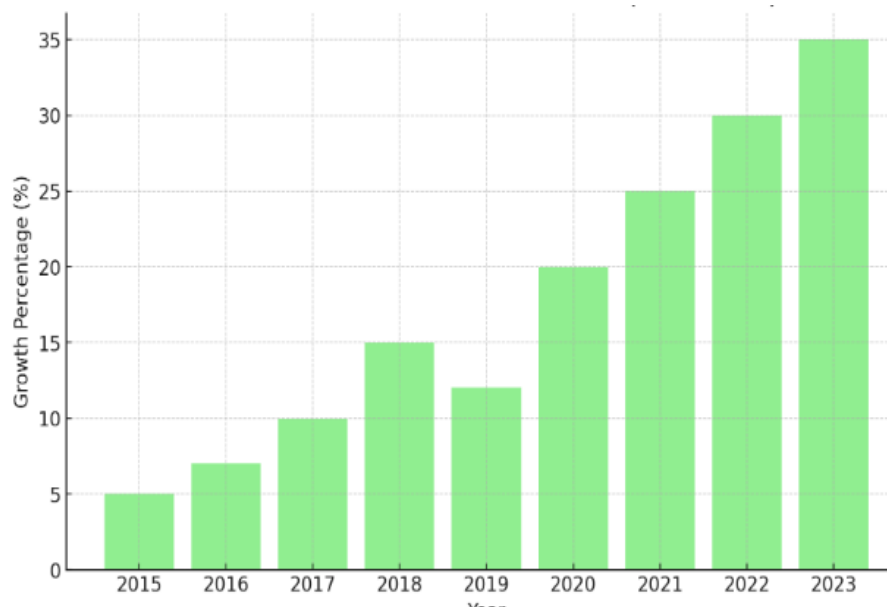
Research findings indicate that Bima Regency has witnessed notable investment growth propelled by a suite of progressive policies from the Licensing Office. Endeavors to expedite the licensing process through digitization and the implementation of the Online Single Submission (OSS) system have yielded positive impacts in enticing new investors. These policies not only streamline the business permit process but also bolster transparency and efficiency in public services, pivotal factors often scrutinized by investors.

Furthermore, Bima Regency has identified and promoted key sectors offering enticing investment prospects, such as agriculture, tourism, and renewable energy. Concentrated efforts to develop supporting infrastructure, including enhancements to roads and public facilities, alongside ensuring the availability of skilled human resources, further

bolster Bima Regency's allure as an investment destination. These initiatives are anticipated not only to fortify the local economy but also to make substantial contributions to lowering unemployment rates and enhancing residents' quality of life.

Fostering dialogue and collaboration with stakeholders, encompassing local business communities and prospective investors, are imperative for success in cultivating a conducive investment ecosystem. Through forums and business meetings, the Bima Regency Licensing Office actively solicits feedback and addresses investor requirements, thereby nurturing a business environment that is more responsive and adaptable to market dynamics. This engagement fortifies the bond between the local government and the private sector, paving the way for collaborative endeavors that hold the potential to bolster local economic performance.

The future of investment in Bima Regency appears promising, underpinned by strategic measures to enhance the quality of licensing services and foster an attractive business climate. Sustained endeavors to fortify cross-sector cooperation, enhance local human resource capacity, and uphold security stability will be pivotal determinants in ensuring sustained investment growth. With a robust foundation and apt strategies, Bima Regency harbors the potential to emerge as a premier investment hub in the region, thereby delivering positive ramifications for both regional and national economies.

Figure 3. Investment Growth of Bima Regency (2015-2023)

Source: *DPMTSP.bimakab.go.id (2023)*

The bar chart presented above illustrates the data depicting the increase in investment in Bima Regency from the period spanning 2015 to 2023. This chart delineates the fluctuating trends of percentage increases in investment annually, commencing with a 5% upsurge in 2015 and culminating in a peak of 35% increase in 2023. The depiction encapsulates a hypothetical scenario portraying Bima Regency's substantial investment growth over the specified timeframe, underscoring the region's concerted efforts and achievements in attracting investment.

3. Conclusion

Digital transformation within public services, particularly in licensing, is pivotal for enhancing efficiency and citizen satisfaction. Despite encountering intricate challenges like disparities in technology access and resistance to innovation, digitalization initiatives in Bima Regency yield several advantages. Nevertheless, barriers persist due to low digital literacy and inadequate technology infrastructure. Consequently, system integration assumes significant importance, mitigating hurdles in the licensing process.

The resultant increase in investment fortifies Bima Regency's appeal as a sought-after investment destination. However, to foster greater success in digital transformation, concrete measures such as enhancing technology infrastructure and providing Information Technology training are imperative. Collaboration among the government, society, and the private sector emerges as pivotal in attaining this objective, positioning Bima Regency as a premier investment hub. Thus, digital transformation not only bolsters the efficiency of licensing services but also invigorates the local economy and augments community engagement in public services.

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ENHANCING SENGGIGI AS A LOMBOK TOURISM DESTINATION: A DEVELOPMENT STRATEGY

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Abstract:

Tourism holds immense potential to generate significant benefits for the local economy and communities in Senggigi, Indonesia. However, realizing these benefits requires the implementation of effective strategies for developing tourism destinations. This study explores various strategies for fostering tourism in Senggigi, encompassing infrastructure and facility enhancement, promotional and marketing endeavors, bolstering the local community's capacity for tourism, and garnering support from both governmental and private entities. Moreover, it underscores the paramount importance of engaging the local community in the development process, emphasizing consultation, empowerment, and the mitigation of social and economic impacts. Furthermore, the study advocates for sustainable tourism practices that prioritize environmental protection and the preservation of cultural heritage, alongside robust mechanisms for regulating and enforcing policies to prevent their violation. By adopting and implementing these strategies, Senggigi can ensure that its tourism industry optimally benefits the local community while upholding sustainability and competitiveness in the broader tourism market.

Keywords: *tourism development strategy in Senggigi.*

1. Introduction

Senggigi represents one of the tourist destinations with exceptional potential for development as a premier tourism destination. With its exotic beaches, rich local culture, and mesmerizing natural beauty, the village of Senggigi holds significant opportunities to attract more tourists from both domestic and international origins. However, achieving this goal necessitates effective development strategies. This article will review several key strategies that can be implemented in the development of tourism destination construction in Senggigi. (Mulyana & Er Meytha Gayatri, 2022).

One of the highly crucial strategies for developing tourism in Senggigi involves enhancing promotion, branding efforts, and tapping into broader markets. Presently, the promotion of Senggigi tourism remains suboptimal, thereby becoming an imperative area of focus (Irfan & Apriani, 2017). Social media platforms, tourism websites, and collaboration with travel agencies can be leveraged to expand promotional outreach (Irwan Suriadi & Didy Ika Supryadi, 2017). Furthermore, integrating the promotion of tourist destinations with local products such as culinary delights and handicrafts will add value to the Senggigi tourism destination.

Adequate infrastructure and convenient accessibility are pivotal factors that attract tourists to various destinations. Therefore, the development strategy for Senggigi should prioritize the enhancement of accessibility and infrastructure, which includes road upgrades, transportation facilities, and accommodations. Additionally, constructing an airport in close proximity to the tourist destination, along with improving connectivity among the islands surrounding Lombok, emerges as a strategic imperative. (Ramdani, 2020).

The implementation of environmentally-friendly ecotourism concepts and the exploration of local culture serve as tourist attractions. This strategy involves nature preservation, the development of eco-friendly accommodations and restaurants, and the provision of local wisdom education for tourists. Moreover, incorporating local cultural attractions such as dance and music into the tourism experience can strengthen Senggigi's image as an exotic and authentic tourist destination (Munir et al., 2019).

In this island region, two prominent cultural characteristics prevail: Islamic and Hindu cultures. While numerous temples (pura) and mosques adorn the landscape, the predominance of Islam among Lombok's population results in a relatively higher number of mosque buildings. Consequently, Lombok Island is renowned as the 'Island of a Thousand Mosques.' This unique blend offers tourists a Bali-like ambiance. 'I enjoy living in Lombok because the people here are not intrusive. Moreover, the traffic is not

as congested and crowded as in Bali,' remarked Stuart, an American tourist, during an encounter at Senggigi Beach (Mulyana & Er Meytha Gayatri, 2022).

The methodology utilized in this study is qualitative, specifically employing phenomenology. Phenomenology aims to distill and articulate the essence or specific nature of the subject under investigation. By employing this qualitative approach, researchers can delve deeply into the strategies for developing tourist destinations

2. Results and Discussions

2.1 Tourism Destination Development Strategies

Senggigi, situated in West Lombok, is a burgeoning tourist village brimming with immense potential. Its scenic landscape boasts a variety of natural wonders, including mountains, forests, and pristine beaches that allure visitors. Along the coast of Senggigi, numerous picturesque beaches await exploration by tourists.

In addition to its natural splendor, Senggigi is also rich in cultural and culinary offerings. Various hamlets within Senggigi Village host traditional snack markets and the Trigona Mangsit Park, adding to its allure as a cultural and culinary destination. Culinary delights and vibrant hangout spots further captivate the attention of tourists.

To harness and optimize this tourism potential, the local government has outlined plans to delve deeper into the cultural and culinary offerings of each hamlet within Senggigi Village. One of the proposed initiatives is the establishment of soft trekking routes in the Mangsit mountains, situated on the eastern fringe of Senggigi (Kuswandi et al., 2018).

- **Natural Beauty**

Natural beauty remains a cornerstone attraction in the tourism industry worldwide. From the pristine shores of Senggigi Beach in Lombok, Indonesia, to the tranquil expanse of Dempsey Hill in Singapore, and the captivating allure of Sangiang Tourist Village in Sumbawa Island, Indonesia, tourists are drawn to diverse landscapes (Andriani et al., 2020).

Senggigi Beach, nestled in West Lombok, stands as a premier tourist destination in the region, boasting powdery white sands, crystalline waters, and breathtaking sunset vistas.

Dempsey Hill, a hidden gem in Singapore, offers a serene retreat from the urban hustle, enveloping visitors in lush greenery and tranquility distinct from the city's bustle.

Senggigi Tourist Village presents an array of captivating attractions:

- 1) Known for its expansive mountain ranges, verdant forests, and pristine beaches, Senggigi Village emerges as a prominent tourist hotspot within West Lombok regency.
 - 2) In addition to its scenic beaches, Senggigi offers inviting hangout spots and culinary delights. While not as bustling as Kuta, Bali, numerous cafes and bars dot the landscape, satisfying diverse tastes and preferences. The nightlife scene in Senggigi caters to party enthusiasts seeking vibrant experiences.
 - 3) Top tourist attractions in Senggigi, according to TripAdvisor, include Pura Batu Bolong, Sudirman Antiques Shop, Anggrek Putih Cooking Class, and Puncak Pusuk Pass.
 - 4) The initial phase of Senggigi Tourist Village development focuses on harnessing the tourism, cultural, and culinary potential of each hamlet within Senggigi Village. Initiatives include showcasing traditional snack markets and enhancing facilities like Trigona Mangsit Park. Future plans entail establishing trekking routes in the Mangsit mountains, located on the eastern fringe of Senggigi Beach.
- Cultural Wealth and Traditions

In addition to its natural allure, Senggigi stands renowned for its rich cultural tapestry and time-honored traditions, offering tourists an array of captivating experiences:

- 1) Local Customs and Rituals: Senggigi embraces a tapestry of customs and rituals, among them the revered Bau Nyale ceremony and the storied art of Peresean. The Bau Nyale ceremony, a cherished tradition of the Sasak community, commemorates the legend of Princess Mandalika. Peresean, on the other hand, showcases the distinct Lombok martial arts prowess through spirited combat using rattan sticks and shields.
- 2) Cultural Arts: Senggigi pulsates with the vibrancy of traditional Lombok arts and performances, including the mesmerizing Gendang Beleg dance and the melodic strains of Sasak Gamelan music. The Gendang Beleg dance features skilled drummers accompanied by graceful male and female dancers, while Sasak Gamelan music echoes unique rhythms found solely in this region of Indonesia.
- 3) Local Wisdom: Senggigi stands as a bastion of indigenous wisdom, exemplified through staunch environmental stewardship and communal harmony. Residents vigilantly safeguard their forests and shores, fostering sustainability by prohibiting activities such as illegal logging and poaching. The ethos of communal collaboration is deeply ingrained in Senggigi's fabric, as its people unite to cultivate a pristine and harmonious environment.
- 4) Signature Cuisine: Senggigi tantalizes the palate with its distinctive Lombok fare, including the fiery Ayam Taliwang, the zesty Plecing Kangkung, and the savory Sate Bulayak. Ayam Taliwang, a grilled chicken delicacy infused with spicy flavors, hails as a local favorite. Plecing Kangkung, a piquant vegetable salad adorned with peanut sauce, delights discerning taste buds, while Sate Bulayak, a specialty satay served with the unique Lombok-style rice cake known as Bulayak, offers a culinary journey through the island's flavors.

By venturing to Senggigi, tourists are invited to partake in its vibrant cultural mosaic and age-old traditions, ensuring unforgettable and enriching experiences (Andriani et al., 2020).

- Highlighted Tourist Attractions

Several prominent tourist attractions in Senggigi worth discussing are:

- 1) Pura Batu Bolong: Esteemed as one of Senggigi's premier religious sites, drawing visitors for its cultural significance.
- 2) Senggigi Beach: Renowned as a top tourist destination in Lombok, celebrated for its extensive shoreline and the striking contrast of white and black sands.
- 3) Malimbu Beach: Nestled near Malimbu Hill, this beach presents an enchanting retreat for tourists exploring Lombok.
- 4) Gili Trawangan, Gili Meno, and Gili Air: These three islands stand as renowned tourist hotspots in Lombok, cherished for their proximity to Senggigi and their unique charms.
- 5) Puncak Pusuk Pass: A captivating natural area and wildlife sanctuary offering panoramic vistas, attracting nature enthusiasts.
- 6) Sudirman Antiques Shop: A notable antique emporium serving as a magnet for tourists in Senggigi.
- 7) Anggrek Putih Cooking Class: A popular culinary workshop venue in Senggigi, currently welcoming eager participants.
- 8) Pink Beach: Tucked away in East Lombok, this hidden gem captivates visitors with its distinctive allure.

Moreover, Senggigi Village harbors significant potential in culinary delights and environmental conservation, underscored by its rugged mountains, verdant forests, and pristine beaches.

- Tourism Development Strategies in Senggigi

Several tourism development strategies in Senggigi have been identified from available sources:

- 1) Sharia Tourism Development: An analysis employing the SWOT framework suggests that Senggigi Beach falls into quadrant 1, indicating an aggressive

approach to sharia tourism development. Given Indonesia's significant ranking as the 6th global destination for sharia tourism according to the Global Mastercard-Crescent rating in 2015, leveraging sharia tourism could bolster tourist attraction in Senggigi.

- 2) Government and Private Sector Collaboration: Research underscores the pivotal role of collaborative governance between the government and the private sector in tourism development in the Senggigi region. This collaboration enables optimal utilization of Senggigi's tourism potential, with the government providing strategic oversight and the private sector contributing through investment and destination management.
- 3) Sustainable Tourism Development: Prioritizing sustainable tourism practices, particularly at Senggigi Beach, is paramount. This may involve designating Senggigi Beach as a flagship area at the provincial level, supported by concrete policy actions at the district government level in West Lombok.

Integration of these strategies can foster a more systematic and cohesive approach to tourism development in Senggigi, ultimately enhancing tourist attraction and fostering positive economic impacts on the local community (Mulyana & Er Meytha Gayatri, 2022). Additionally, discussions on infrastructure and facilities will be imperative for the successful implementation of tourism development strategies in Senggigi.

- Infrastructure and Facilities

Adequate infrastructure and facilities are pivotal for the successful development of tourism. Here are key considerations regarding infrastructure and facilities that require attention in the tourism development of Senggigi:

- 1) Accessibility: Prioritizing improvements to road infrastructure and enhancing accessibility to Senggigi is essential. Well-maintained roads will facilitate tourists in reaching various destinations and participating in

activities. Additionally, integrating reliable public transportation options such as tourist buses and taxis will aid tourists in exploring Senggigi more conveniently.

- 2) Accommodation: Diversifying and enhancing the quality of tourism accommodations, including star-rated hotels, guesthouses, and homestays, will cater to a broader range of tourists based on their preferences and budgets. Ensuring comfortable and secure accommodation options will elevate tourist satisfaction and encourage longer stays in Senggigi.
- 3) Entertainment and Recreation Facilities: Developing entertainment and recreational facilities like shopping centers, restaurants, cafes, and playgrounds will enrich Senggigi's appeal as a tourist destination. These amenities provide alternative activities for tourists, especially during inclement weather conditions.
- 4) Information and Tourism Promotion Facilities: Establishing tourist information centers and distributing destination maps and brochures will facilitate tourists in accessing information about Senggigi's attractions. Furthermore, utilizing various media platforms such as brochures, billboards, and social media for tourism promotion will heighten awareness of Senggigi's tourism potential.
- 5) Quality and Service Standards: Enhancing the quality and service standards across tourism facilities in Senggigi, including restaurants, hotels, and attractions, is crucial. Elevating service levels will enhance tourist satisfaction and contribute to crafting a positive tourism experience.

Implementing these initiatives will bolster the infrastructure and facilities in Senggigi, making substantial strides in tourism development. Moreover, Senggigi will enhance its competitiveness as a tourist destination, attracting a greater influx of visitors.

- Promotion and Marketing

Effective promotion and marketing play pivotal roles in the tourism development of Senggigi. Here are several strategies to enhance tourist attraction:

- 1) Collaboration with Travel Agencies and Tour Operators: Forming partnerships with both local and international travel agencies and tour operators will broaden Senggigi's exposure to diverse markets. Offering tailored tour packages featuring Senggigi's attractions, along with exclusive deals and discounts, will entice tourists to explore this destination.
- 2) Digital Marketing: Leveraging digital marketing channels such as websites, social media platforms, and online forums is essential for reaching a global audience. By curating compelling content like visually stunning photos, engaging videos, informative articles, and authentic traveler reviews, Senggigi can capture the interest of potential visitors and inspire them to experience its offerings.
- 3) Events and Festivals: Hosting a variety of events and festivals, ranging from sports competitions and music concerts to art exhibitions and culinary showcases, presents an effective avenue for promoting Senggigi. These events provide platforms to showcase Senggigi's rich cultural heritage and natural splendor, drawing in more tourists and creating memorable experiences.
- 4) Partnerships with Influencers and Industry Players: Collaborating with influencers, vloggers, and travel bloggers enables Senggigi to tap into their vast follower bases and amplify its reach. Leveraging their influence and credibility can significantly boost brand visibility, ultimately driving higher tourist footfall to Senggigi.
- 5) Awards and Certifications: Adhering to stringent quality standards and securing accolades or certifications from reputable tourism organizations enhances Senggigi's credibility and professionalism. These recognitions

bolster confidence among tourists and position Senggigi as a premier destination worthy of exploration.

By implementing these promotion and marketing strategies, Senggigi can expand its reach, elevate its reputation, and attract a larger influx of (Irwan Suriadi & Didy Ika Supryadi, 2017). This, in turn, will fuel tourism development in the region and foster local economic growth. Human Resources and Community Capacity

- Human Resources and Community Capacity

Human resources and community capacity are fundamental to community development and empowerment. In Indonesia, factors such as decentralization and government capacity in human resources development significantly influence the quality of human resources. Government policies and human resource capacity also shape the empowerment of local communities, as exemplified in Merauke Regency.

Enhancing human resource capacity entails assessing the performance of civil servants (ASN), a critical aspect of sustainable development. Performance evaluations of civil servants contribute to improving human resource capacity, thereby fostering sustainable growth.

Strategies for human resource development must be implemented to bolster the quality of human resources and community capacity. This involves providing trained labor to enhance skills and knowledge, thereby enabling communities to achieve greater prosperity through productive capacity development.

In summary, human resources and community capacity are pivotal for community development and empowerment. Continuous efforts to enhance human resource capacity through government policies, civil servant performance assessments, and human resource development strategies are essential for achieving sustainable development (Kuswandi et al., 2018). Table of Contents.

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Analysis of strengths, weaknesses, opportunities, and threats in the development of tourism destination construction in Senggigi, Lombok Island.

Aspect	Disadvantages	Opportunities	Threats
Natural beauty and unique and interesting culture	The lack of promotion and marketing to attract tourists	The number of tourist visits to Indonesia continues to increase every year.	Competition from other tourist areas in Indonesia and abroad with similar attractions.
Strategic location and easy access from various cities in Indonesia and around the world.	Inability to preserve the environment and culture in the area.	Government support in infrastructure development in the Senggigi region.	Natural disasters such as earthquakes and floods that can disrupt tourism activities.
Presence of adequate infrastructure such as hotels, restaurants, and entertainment venues.	High crime rates in some parts of Senggigi.	Potential to attract tourists from Asian countries, especially China and South Korea.	Policy changes from the government that may have adverse effects on the tourism industry in Senggigi.
Availability of a variety of tourist activities such as surfing, snorkeling, and hiking.	Service quality that has not yet reached international standards.	otential for developing sustainable tourism and ecotourism.	Threats of diseases such as the coronavirus that can reduce the number of tourist visits to Senggigi.

From the SWOT analysis, suitable and effective strategies can be derived to maximize potential and mitigate risks in the development of tourism destinations in Senggigi.

2.2 Involvement of Local Communities

The involvement of local communities in tourism development is a crucial aspect deserving attention, as these communities wield significant influence over the success and sustainability of the tourism sector within a given area. One effective approach to engaging local communities in tourism development is through consultation and active participation in decision-making processes pertaining to tourism. Locally engaged communities can serve to differentiate each tourism destination in Indonesia.

Through their involvement, they can contribute to the enhancement of their regional economy. The tourism sector is recognized as a pivotal driver for regional and overall Indonesian economic growth. Tourism development stands as one of Indonesia's primary sectors, offering substantial value and opportunities for local economic advancement in the global era. Consequently, community participation in local tourism development is paramount to ensuring the sector's success and sustainability.

Before delving further into discussion, it is imperative to grasp the background and context of local community involvement in tourism development. A notable study addressing this subject is the research conducted in West Lombok (Munir et al., 2019) which aimed to analyze the involvement of local communities and the socio-cultural impacts of tourism development, utilizing pertinent theories. In the context of tourism development in the Senggigi area of West Lombok Regency, the concept of collaborative governance emerges as a key approach utilized to engage local communities in decision-making processes related to tourism.

This approach facilitates collaboration between local communities, the government, and other stakeholders in managing and developing the tourism sector. Understanding the importance of involving local communities in tourism development, we can proceed to discuss pertinent points. Consulting and involving local

communities in decision-making regarding tourism will ensure that policies and programs implemented align with the needs and aspirations of the local populace, thereby promoting inclusive and sustainable tourism development.

- Consultation and Participation

The involvement of local communities through consultation and participation plays a pivotal role in fostering inclusive and sustainable tourism development. Below are key aspects of community consultation and participation in the development of tourism in Senggigi:

- 1) Community Meetings: Organizing meetings or forums involving the government, tourism stakeholders, and local communities to discuss tourism development plans. These forums allow involved parties to express their ideas, suggestions, and concerns regarding the impacts, opportunities, and challenges associated with tourism in Senggigi.
- 2) Community Involvement in Planning: Allowing local communities to actively participate in the planning, design, and decision-making processes related to tourism projects. This includes stages ranging from data and information collection, drafting work plans, setting priorities, to impact assessments.
- 3) Support and Facilitation: Providing technical support, financial assistance, and capacity-building training for local communities interested in engaging in the tourism industry. This support enhances the skills and knowledge of communities about crucial aspects of tourism, such as management, marketing, and environmental conservation.
- 4) Partnerships between the Tourism Industry and Local Communities: Establishing mutually beneficial partnerships between tourism industry players and local communities. These partnerships can encompass various areas, such as tourism resource management, marketing of local tourism products, and the formation of joint ventures involving local communities in the production and sale of tourism services.

5) Empowerment of the Local Economy: Encouraging the participation of local communities in tourism endeavors through job opportunities, the development of creative economies, and the strengthening of micro, small, and medium-sized enterprises. Thus, tourism can provide direct economic benefits to local communities and help alleviate poverty.

By implementing effective consultation and participation strategies, tourism development in Senggigi can become more inclusive and sustainable. Local communities will feel ownership and support for tourism development efforts and can enjoy the benefits generated by this industry.

- Community Empowerment and Business Development

Empowering communities in the context of business development, particularly within the tourism sector, involves efforts to strengthen and enhance their capacity, role, and initiative as stakeholders in tourism development. Some regions, such as Yogyakarta and Bali, have successfully positioned the tourism sector as a leading enterprise for their communities. Community empowerment extends beyond traditional ventures like lodging, restaurants, and transportation businesses to encompass other activities such as souvenir procurement.

According to Patusuri (2001) as cited in Purwita & Suryawan (2018), tourism development is an endeavor aimed at maximizing processes within tourism activities. Embedded within the concept of community-based tourism is the notion of community empowerment. Efforts in community empowerment are inherently linked to the characteristics of the target community, including its background and empowerment attributes.

In the context of community empowerment and business development, it is crucial to create opportunities for communities to develop their capacity, role, and initiative in tourism business. This will assist communities in becoming more self-reliant and competitive in the tourism sector, thereby making a greater contribution to business development in their respective regions.

- **Socio-Economic Impact on Local Communities**

The socio-economic impact on local communities manifests across various dimensions, including tourism, economic growth, and job creation. Below are examples of socio-economic impacts observed:

- 1) **Tourism Impact:** Tourism exerts a significant influence on the local economy, particularly in the "new normal" era. Tourism development can yield positive effects on the local economy. A tangible illustration of this impact is Borobudur Temple, a key destination in Indonesia and a strategic focal point in Indonesian tourism development.
- 2) **Economic Growth:** The tourism sector profoundly impacts economic growth in Indonesia. Beyond increasing foreign exchange earnings, tourism fosters job creation and stimulates the growth of the tourism industry, thereby propelling economic development.
- 3) **Job Creation:** Tourism significantly contributes to job creation, a crucial social aspect. Community-based tourism, in particular, demonstrates positive impacts on social, economic, and environmental fronts. Research indicates that community-based tourism generates new employment opportunities for local communities.

From the aforementioned points, it can be inferred that the socio-economic impacts stemming from tourism, economic growth, and job creation yield benefits for local communities and bolster the Indonesian economy.

2.4 Environmental and Cultural Conservation

The preservation of the environment and culture is imperative for the development of sustainable tourism. Sustainable tourism encompasses social and cultural transformation as well as environmental preservation. In this digital era, Universitas Gadjah Mada (UGM) has emerged as one of the Monitoring Centers of the Sustainable Tourism Observatory (MCSTO), a collaboration between the Ministry of

Tourism and the Sleman District Government recognized by the United Nations World Tourism Organization (UNWTO).

Cultural preservation is a crucial element in supporting sustainable tourism. The acceleration of tourism sector growth must be accompanied by increased awareness of the importance of cultural preservation and engagement with local communities. Every cultural preservation effort should yield positive impacts on community welfare. The concept of sustainable tourism in cultural heritage conservation emphasizes tourism development that provides economic and social benefits without causing environmental degradation, aiming to restore degraded environmental conditions. In the development of tourist destinations, efforts toward environmental preservation are equally crucial. For instance, in the development of tourism in the Komodo National Park (KNP) as a super-priority destination, concerns about potential threats to natural preservation, including the possible narrowing of the iconic Komodo habitat, are essential considerations.

From the above explanations, several scopes will be discussed in this chapter. However, it is worth noting that environmental and cultural preservation are crucial in the development of sustainable tourism. This preservation involves local communities, provides economic and social benefits, and maintains environmental and cultural heritage.

- Regulations and Policies

Regulations and policies play instrumental roles in supporting efforts toward environmental and cultural conservation in tourism development. The following points highlight regulations and policies that warrant attention:

- 1) Development and Implementation of Comprehensive Regulations: The government needs to develop comprehensive regulations and policies regarding tourism management, encompassing aspects of environmental and cultural preservation. These regulations should cover various aspects

such as tourism business licensing, natural resource management procedures, and cultural asset protection.

- 2) **Involvement of Local Communities in Decision-making Processes:** For environmental and cultural preservation, the government must ensure the involvement of local communities in decision-making processes related to tourism regulations and policies. This participatory approach will ensure that resulting policies meet the needs and aspirations of local communities and accommodate the interests of various stakeholders involved.
- 3) **Implementation of Policy Monitoring and Evaluation:** The government needs to periodically monitor and evaluate the implementation of established policies to ensure their effectiveness in achieving environmental and cultural preservation goals, and their positive impacts on communities and the tourism sector in general.
- 4) **Law Enforcement and Sanctions:** Law enforcement against violations of tourism regulations and policies related to environmental and cultural preservation must be firm and consistent. Clear and fair sanctions for violators need to be implemented to reaffirm the government's commitment to protecting the environment and local wisdom.

In the development of tourism, especially in tourist destinations such as Senggigi, the role of regulations and policies in environmental and cultural preservation is a crucial aspect. Government commitment to formulating and implementing effective policies will have a significant impact on the sustainability of tourism and the livelihoods of local communities.

- **Education and Awareness**

Education and awareness are critical components supporting environmental and cultural preservation in tourism development. Enhancing the knowledge and awareness of communities, tourism entrepreneurs, and tourists regarding environmental and cultural conservation is essential for fostering

sustainable tourism management. The following points highlight important aspects of education and awareness that warrant attention:

- 1) Training and Capacity Building for Communities: Training and capacity-building programs for local communities and tourism entrepreneurs are essential to increase their knowledge and understanding of the importance of environmental and cultural preservation. These programs can include natural resource management, cultural site maintenance, and the implementation of environmentally friendly tourism practices.
- 2) Environmental and Cultural Education: Education about the environment and culture should be integrated into school curricula and non-formal education programs. This aims to enhance the younger generation's understanding of the importance of environmental and cultural preservation and to teach them how to protect these resources.
- 3) Campaigns and Outreach: Campaigns and outreach efforts regarding the importance of environmental and cultural preservation should be conducted regularly and involve various media. Information on sustainable tourism practices, the positive and negative impacts of tourism on the environment and culture, and ways to mitigate negative impacts should be communicated to the broader public.
- 4) Development of Sustainable Tourism Products: Tourism products that emphasize environmental and cultural preservation should be developed and promoted. For example, tourism packages that involve local communities in conservation activities and tourist attractions that highlight local wisdom and cultural uniqueness should be prioritized.
- 5) Tourist Participation in Preservation Efforts: Tourists should be encouraged to participate in environmental and cultural preservation efforts. This can be facilitated by providing information and opportunities for tourists to engage

in conservation activities and encouraging them to respect local customs and culture.

By increasing education and awareness about environmental and cultural preservation, all parties involved in tourism will have a better understanding of the importance of maintaining environmental sustainability and cultural heritage. This effort will positively impact the development of sustainable tourism and the welfare of communities in tourist destinations such as Senggigi.

- Implementation of Sustainable Tourism Practices

Sustainable tourism practices focus on the balanced preservation of the environment, culture, and local economic development. Implementing these practices in destinations such as Senggigi will foster high-quality and sustainable tourism. The following points outline the key aspects of implementing sustainable tourism practices:

- 1) Sustainable Natural Resource Management: In developing tourist destinations, the management of natural resources such as water, energy, and raw materials must be sustainable. This includes implementing efficient wastewater management systems, utilizing renewable energy, and adopting environmentally friendly waste management practices.
- 2) Biodiversity and Ecosystem Protection: Efforts to protect biodiversity and ecosystems are essential in tourism development. This includes limiting the number of tourists in ecologically sensitive areas, developing eco-tourism or nature-based conservation tourism, and promoting tourism activities that involve tree planting or wildlife conservation.
- 3) Preservation of Cultural and Historical Values: Protecting historical and cultural sites is a crucial aspect of sustainable tourism. For instance, in Senggigi, preserving local traditions and arts is vital for providing unique and authentic tourism experiences.

- 4) **Local Economic Development:** Sustainable tourism should support local economic development by creating job opportunities and involving local communities in the tourism industry. This can be achieved by partnering with local entrepreneurs to provide tourism products and services and promoting regional culinary and handicraft products.
- 5) **Commitment from All Stakeholders:** Achieving sustainable tourism requires commitment and awareness from all stakeholders. The government needs to provide supportive regulations and policies, the tourism industry must adopt environmentally friendly and ethical operational practices, and tourists should act as responsible consumers who respect the environment and culture of the destination.

By implementing sustainable tourism practices, destinations like Senggigi will have better prospects for sustainable development, benefiting the environment, culture, and local communities.

- **Management of Natural and Cultural Resources**

Effective management of natural and cultural resources is a key factor in developing sustainable tourism. The preservation of natural and cultural resources involves efforts in both conservation and restoration. For natural resources, this includes maintaining biodiversity, protecting wildlife habitats, and preserving ecosystems. For cultural resources, restoring historical sites and preserving local traditions are critical efforts in cultural management. Spatial planning and zoning of tourist destinations that consider ecological, social, and cultural aspects are essential. This involves designating specific zones for tourism activities, conservation and protected areas, and restricting access to locations vulnerable to environmental and cultural degradation.

The use of technology, such as Geographic Information Systems (GIS) and remote sensing technology, can aid in the efficient management of natural and cultural resources. Technology can assist in monitoring, evaluation, and data-

driven decision-making, thereby enhancing management efforts. Developing a variety of attractive and sustainable tourism products is important for managing natural and cultural resources.

Diversification reduces pressure on these resources and ensures that economic benefits are more evenly distributed among local communities. Collaboration between the government, tourism companies, and local communities is crucial for managing natural and cultural resources. Such collaboration ensures effective tourism policies and practices that prioritize local interests and environmental and cultural preservation. Through systematic, innovative, and inclusive management of natural and cultural resources, tourism in destinations like Senggigi has greater potential to develop sustainably. Support from various stakeholders in implementing sustainable tourism practices is crucial for effective resource management.

2.5 Handling Regulatory Violations

Handling regulatory violations is crucial in sustainable tourism management to ensure compliance with established regulations. The initial step involves identifying various types of infractions, including environmental pollution, unauthorized construction, disturbance of wildlife, or breaches of local customs and cultural practices. Effective enforcement of laws requires enhancing on-site monitoring through improved inter-agency coordination, capacity building for enforcement officers, and the use of technology for monitoring purposes. Regular dissemination of tourism regulations and policies is essential to prevent violations, achieved through seminars, workshops, or media campaigns aimed at raising awareness and compliance. Ongoing education and counseling on the importance of tourism policies should target local communities and tourism entrepreneurs to increase awareness about environmental and cultural preservation and the significance of regulatory compliance. Coordination among government agencies, tourism businesses, and local communities is necessary

to address regulatory violations effectively, ensuring better law enforcement, impact mitigation, and prevention of future violations. Efficient handling of regulatory violations contributes to improved sustainable tourism management, aligning with efforts to strengthen reporting and enforcement processes.

- Violation Reporting

Reporting violations is crucial in addressing regulatory breaches within the tourism sector. Efficient reporting enables prompt law enforcement and corrective actions. The following outlines violation reporting in sustainable tourism: (1) Accessible reporting mechanisms are vital for the public, tourists, and stakeholders, including hotlines, apps, or websites with transparent responses. (2) Education on reporting procedures is necessary for communities, tourists, and stakeholders, disseminated through socialization or awareness campaigns. (3) Protection for whistleblowers, ensuring identity confidentiality, is crucial to encourage participation. (4) Authorities must promptly follow up on violation reports with coordination and technological support. (5) Regular monitoring and evaluation ensure system effectiveness and identify weaknesses for improvement. Effective violation reporting strengthens law enforcement, ensuring environmental and cultural sustainability and compliance with tourism regulations.

- Investigation and Law Enforcement

Investigation and law enforcement within the realms of sustainable tourism and ecotourism encompass various legal aspects and regulations. According to Law No. 10 of 2009 and Government Regulation No. 50 of 2011, the principle of sustainability is integral to the legal framework governing sustainable tourism and ecotourism. However, it is essential to distinguish between tourism and ecotourism as two separate legal concepts.

The advancement of sustainable tourism must adhere to sustainability criteria, ensuring ecological support over the long term, economic viability, and

ethical and social fairness to communities (Piagam Pariwisata Berkelanjutan, 1995). Within this framework, law enforcement and investigation play pivotal roles in ensuring adherence to these principles.

One significant challenge in law enforcement and investigation related to sustainable tourism is the lack of harmony among policies and regulations, coupled with sectoral disparities within ministries responsible for ecotourism development. In ecotourism development, four agencies are authorized to manage and formulate policies and regulations. This fragmentation can impede effective coordination and law enforcement efforts.

Hence, discussions on investigation and law enforcement underscore the importance of harmonizing regulations and policies among agencies, alongside fostering robust coordination in law enforcement to attain sustainable tourism objectives.

- Impact Recovery and Sanctions

In the realm of sustainable tourism development, the mitigation of impacts and the enforcement of suitable sanctions against regulatory violators are pivotal measures to uphold legal standards and mitigate adverse effects on the environment and culture. The following points outline considerations regarding impact recovery and sanctions within the context of sustainable tourism:

- 1) Impact Assessment:

Initiating impact assessments constitutes the foundational step in the recovery process. These assessments entail scrutinizing the environmental, social, economic, and cultural ramifications stemming from regulatory breaches. Consequently, they serve as the groundwork for devising appropriate recovery strategies.

- 2) Recovery Plan:

Following impact assessment, government entities and relevant stakeholders must craft robust recovery plans. These plans should encompass tactics and concrete actions to redress negative impacts in both the short and long term, fostering conditions conducive to sustainable tourism.

3) Implementation of Recovery:

The execution of recovery plans necessitates periodic and well-coordinated efforts among governmental bodies, tourism enterprises, and local communities. Recovery endeavors may span natural habitat restoration, infrastructure refurbishment, or enhancements in tourism governance.

4) Sanctions for Violators:

Applying stringent and proportionate sanctions against regulatory infringers serves as a deterrent against recurrent violations. These sanctions may entail fines, constraints on business licenses, or, in severe cases, revocation of licenses.

5) "Polluter Pays" Principle:

In sanction enforcement, adherence to the "polluter pays" principle is paramount. This principle dictates that violators bear full accountability for the costs of impact recovery they have instigated. Its aim is to foster awareness, compliance with tourism regulations, and deterrence.

Through diligent impact recovery measures and effective sanctions, sustainable tourism objectives can be realized. Collaborative efforts among governmental bodies, tourism enterprises, and local communities in law enforcement and impact mitigation are instrumental in attaining sustainability targets within the tourism sector.

- Monitoring and Evaluation

Monitoring and evaluation are integral components in the pursuit of sustainable tourism. One method for conducting such assessments is through established evaluation processes overseen by the Deputy in charge of tourism

destination development. These evaluations are designed to ascertain whether a tourism destination aligns with sustainable criteria.

The Ministry of Tourism and Creative Economy (Kemenparekraf) assumes a pivotal role in providing policy direction, strategic planning, implementation, and the monitoring and evaluation of sustainable tourism development programs, inclusive of sustainable tourism certification initiatives. The overarching objective of these monitoring and evaluation endeavors is to bolster the competitive edge of environmental sustainability within the tourism sector.

Moreover, sustainable tourism accolades in Indonesia serve as an additional evaluative tool in the pursuit of sustainable tourism objectives. These accolades adhere to sustainable tourism destination certification standards and encompass various assessment categories, including sustainable tourism destination management and economic empowerment for local communities.

In conducting monitoring and evaluation activities, the engagement of diverse stakeholders within the tourism industry—such as governmental bodies, enterprises, and local communities—is imperative. Through effective monitoring and evaluation practices, successes and shortcomings in the pursuit of sustainable tourism can be identified, enabling the implementation of requisite corrective measures to advance toward these goals.

- Collaboration Among Stakeholders

Collaboration among stakeholders stands as a critical determinant in fostering sustainable and high-quality tourism. Enhanced cooperation among governmental entities, the private sector, and local communities is essential to synergize tourism destination development efforts. The following aspects warrant consideration in fostering stakeholder collaboration:

- 1) Government's Role: The government shoulders the responsibility of formulating policies and regulations that underpin sustainable tourism and ensuring adherence to these regulatory frameworks. Furthermore,

governmental bodies are instrumental in spearheading tourism infrastructure development, promotional endeavors, and the empowerment of local communities.

- 2) Private Sector's Role: Tourism enterprises are tasked with supporting sustainable tourism by adopting eco-friendly practices, respecting local cultures, and making substantial economic contributions to local communities. Additionally, they play a pivotal role in the training and professional development of the tourism workforce.
- 3) Local Community's Role: Local communities possess invaluable insights and expertise pertinent to sustainable tourism development. Their inclusion in the planning and decision-making processes pertaining to tourism initiatives in their regions is imperative. Moreover, efforts should be made to empower local communities to derive benefits from the tourism industry.
- 4) Communication and Information Exchange: Effective dissemination of information and seamless communication among stakeholders are imperative for optimizing collaborative endeavors. The implementation of integrated information systems and streamlined coordination mechanisms facilitates decision-making processes and augments efficiency and efficacy in realizing sustainable tourism objectives.
- 5) Inclusive Partnerships: Stakeholder collaboration should encompass not only governmental bodies, the private sector, and local communities but also non-governmental organizations, academic institutions, and community groups vested in sustainable tourism. Inclusive partnerships amplify support and contributions, fostering optimal outcomes.

Through effective stakeholder collaboration, sustainable tourism development in Senggigi and other tourist destinations can be pursued in a manner that is both environmentally sustainable and mutually beneficial. This approach

engenders a welcoming environment, fosters sustainable cultural practices, and promotes inclusive and equitable economic development for local communities.

3. Conclusions

The development strategy for tourism destination advancement in Senggigi necessitates robust collaboration among stakeholders, stringent investigation and law enforcement measures, diligent impact recovery and imposition of sanctions, thorough monitoring and evaluation processes, and effective communication channels. It is imperative for the government, private sector, local communities, and other pertinent entities to synergize efforts to foster a sustainable, enduring, and mutually beneficial tourism environment.

In implementing this strategy, stakeholders must prioritize environmental preservation, cultural conservation, and the welfare of local communities above all else. Safeguarding the authenticity and distinctiveness of Senggigi remains paramount in the pursuit of sustainable tourism development. Through consistent and sustainable execution of this strategy, tourism in Senggigi can thrive and expand without compromising the integrity of the environment, culture, and local communities.

As a burgeoning tourist destination, Senggigi holds significant promise if managed judiciously and conscientiously. It is our hope that the strategies elucidated in this discourse can serve as a compass and a source of inspiration for governmental bodies, industry stakeholders, communities, and all vested parties engaged in fostering sustainable tourism development in Senggigi and other tourist destinations across Indonesia.

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FACTORS AFFECTING WASTE MANAGEMENT IN NORTH BUNTULIA VILLAGE, POHUWATO DISTRICT

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Abstract.

The fact remains that waste management is still not given proper attention and is inadequately handled by various parties, despite being a shared responsibility. Improper waste management can lead to numerous environmental issues such as flooding, global warming, and the outbreak of various diseases. This article aims to identify and describe the factors influencing waste management in North Buntulia Village, Pohuwato District. The research method employed is qualitative, utilizing an interactive model analysis for data analysis. This model consists of three components: 1) Data reduction, 2) Data presentation, and 3) Data verification and conclusion drawing.

The findings indicate that the factors influencing waste management include: 1) the size of the organization, 2) management style, 3) the complexity of the business environment, 4) the production process, and 5) the characteristics of the problems faced and the objectives of planning. This study recommends that the Regional Government of Pohuwato Regency, particularly the Government of North Buntulia Village, Buntulia District, should enhance waste management efforts by addressing factors that facilitate efficient waste handling. These include providing support to the community and business entities to encourage environmental awareness, as well as ensuring the availability of adequate facilities and infrastructure to enable the community to manage waste effectively, potentially turning it into an economic resource.

Keywords: Waste Management; Village; Community Behavior

1. Introduction

The rapid advancement of industry and continuous population growth have resulted in increasing amounts of industrial and domestic waste polluting both rural and urban landscapes, including land, water bodies, and rivers. As the population continues to rise, finding suitable living spaces has become exceedingly challenging due to the conversion of most available open areas into final disposal sites (TPA). Urban waste primarily originates from industrial and domestic activities, generating waste that can be categorized into two main types: organic and non-organic. Additionally, hazardous waste, such as batteries and syringes, along with industrial waste from combustion emissions, as well as liquid and solid waste, further complicate waste management.

Indonesia, classified as a developing country, has embarked on substantial development across various domains as a means of fostering change. This development process entails utilizing all available resources and environmental elements to enhance the status and prosperity of the populace (Karden Edy Sontang Manik, 2007: 40-41). While the development process yields both positive and negative impacts on human life, it is crucial to mitigate potential adverse consequences to achieve developmental objectives (Karden Edy Sontang Manik, 2007: 41). One significant negative repercussion of this process is the threat to the surrounding environment. Although environmental issues have persisted over time, human activities have exacerbated environmental degradation and pollution (Karden Edy Sontang Manik, 2007: 54).

The World Health Organization defines waste as anything that is no longer needed, unused, disliked, or deliberately discarded. Improperly processed waste can lead to adverse effects, including unsanitary environmental conditions and the spread of various diseases (Mukono, 2000). The waste issue in Indonesia poses a significant challenge due to a lack of environmental sensitivity among the populace, resulting in the accumulation of refuse and creating uncomfortable living conditions. This indifference leads to numerous undesirable consequences. Effective waste management and the prevention of careless littering are essential to prevent environmental pollution (Swadaya, 2008). Tackling the waste problem remains a formidable challenge for the government, exacerbated by the continuous population growth, which escalates waste production. Numerous obstacles hinder waste management efforts, encompassing economic, socio-cultural, and environmental factors (ISA, 2011). Additionally, inadequate system planning contributes to waste-related issues. Some urban residents have yet to adapt to appropriate waste management practices, underscoring the crucial role of community involvement in waste management initiatives (Sahwa and Wahyono, 2002).

Several measures can be implemented to increase environmental awareness, particularly regarding waste management, to improve and protect the environment: (1) Reducing waste at its source using simple technologies, such as household or community-scale composting,

and (2) Encouraging community involvement in waste management, supported by Community Self-Help Groups (KSM) (Artiningsih, 2008). The adverse effects of improper waste processing include: (1) Health impacts, as waste can be a source of disease, (2) Environmental impacts, as waste can spoil the view and create discomfort, and (3) Community impacts, as ineffective waste management can reflect poorly on social status (Mukono, 2000). Household waste has the greatest potential to pollute the environment due to a waste management system that primarily involves collecting, transporting, and disposing of waste in landfills. Large amounts of accumulated waste can release CH₄ gas, contributing to greenhouse gas emissions and global warming.

Based on the existing facts, it is evident that waste management is not given sufficient attention and is poorly handled by many parties, even though it is a collective obligation. If waste is not managed properly, it can trigger natural disasters, the spread of diseases, and environmental pollution. Inadequate waste management can lead to various environmental problems, such as flooding, accelerating global warming, decreasing the organic content of gardens and agriculture, deteriorating environmental sanitation, and increasing the prevalence of diseases.

North Buntulia Village, Buntulia District, is a village in Puhuwato Regency which initially implemented a good waste management system based on Puhuwato Regency Regional Regulation (Perda) Number 3 of 2016 concerning Waste Management in Puhuwato Regency, because most of the population is aware that piled up waste can pollute environmental pollution. Apart from that, the North Buntulia Village Government, Buntulia District, annually budgets for the construction of rubbish bins, which are used as waste storage containers in the village. However, with the construction of Communal Houses which are centered in North Buntulia Village, Buntulia District, there has been a buildup of rubbish at that location. Seeing this, the North Buntulia Village Government, Buntulia District, always conveys this through the District Musrembang, so that the problems in North Buntulia Village, Buntulia District, receive attention from the Puhuwato Regency Regional Government regarding waste management which until now has not found the right solution for the Buntulia Village

Government. North of Buntulia District and village communities, especially people in communal houses, because the residents of these communal houses come from 7 villages in Buntulia District, Pohuwato Regency.

The waste problem must be handled together, including the government, NGOs and the community itself. So that all communities must be aware and willing to commit together towards changing attitudes and ethics with an environmental culture, by building cooperation between the regional government, in this case the Pohuwato Regency Environmental Service (DLH) and the North Buntulia Village Government, Buntulia District, also involving the village community regarding strategies. to overcome the waste problem in the village. Environmental problems are basically caused by natural phenomena, population growth, excessive use of natural resources, industrial activities and transportation (Karden Edy Sontang Manik, 2007: 56). To fulfill their welfare, humans carry out various activities and produce food, drink and other goods from natural resources. Where apart from producing a product it also produces waste or waste (Chandra, 2007). Waste is the remainder of all activities carried out by humans, which is thrown away because it can no longer be used, therefore waste is closely related to human health because waste is the source of a number of diseases. So waste must be processed properly so that it does not cause disease. The high level of pollution originating from community activities is one of the obstacles that always arises when dealing with waste. This is because as the population increases, the waste produced increases (Mulia, 2005).

The effects that arise if waste is not processed properly are: (1). The health aspect is that waste can be a source of disease, (2). The environmental aspect, namely rubbish, can spoil the view and make us uncomfortable. (3). The community aspect, namely ineffective waste management, can describe the social status of the people (Mukono, 2000).

Research Methodology

This research is a qualitative study using a descriptive approach aimed at revealing facts, conditions, phenomena, and circumstances that occur throughout the research period. According to Denzin and Lincoln, as quoted in Juliansyah Noor's book, qualitative research

utilizes a naturalistic background with the aim of interpreting all involved phenomena by combining various existing methods. The term “qualitative” also implies an emphasis on processes and meaning that are not closely examined in terms of frequency (Creswell, 2016; Noor, 2011; Sugiyono, 2011).

The focus of this study is to understand and describe the significance of establishing Religious Moderation Villages as a strategy for empowering environmentally-based communities. Specifically, this research explores the problem of waste management in Pohuwato Regency, where most residents are aware that accumulated waste can pollute the environment. Additionally, the North Buntulia Village Government, Buntulia District, annually budgets for the construction of rubbish bins used as waste storage containers in the village.

The data collection techniques employed in this research include a literature study (Library Research) and digital information exploration. Bibliographic sources are obtained through reading, analyzing, and connecting information with the research focus. These sources include books, journals, and online news articles considered relevant to the selected topic. The data analysis technique involves organizing data, categorizing it, and identifying patterns and meanings.

This research also incorporates a synthesis process, which involves cross-studying collected data and relevant theories or concepts.

2. Results and Discussion

A persistent problem in waste management is the high level of pollution from household waste, markets, hospitals, schools, and other public places. This issue is exacerbated by the increasing population, which generates more waste through their growing activities. Despite waste management being a shared responsibility, it has not been given adequate attention or handled appropriately by various parties. Improper waste management can lead to several environmental problems, including flooding, global warming, and the spread of diseases. Therefore, joint awareness and a commitment to changing attitudes, behaviors, and ethics towards an environmental culture, especially in waste management, are essential. This

research aims to explain the factors influencing waste management in North Buntulia Village.

The findings are as follows:

2.1 Size of the organization

Every organization carrying out its duties and roles inevitably faces internal obstacles. However, these challenges can be overcome if the organization is genuinely committed to its role. In the context of waste management in the village, unpreparedness represents a significant internal obstacle that can prevent successful outcomes.

The North Buntulia Village Government has consistently strived to improve the village, including addressing waste management issues that contribute to environmental pollution. A large government organization is expected to resolve all existing problems, including waste management.

The Head of Milalude I Hamlet, identified as FM, stated in an interview that government organizations significantly influence handling village issues, particularly waste management. Due to the substantial size of government organizations and the numerous village organizations formed, they are relatively capable of managing waste problems despite the large area and growing population. However, the awareness of the community regarding environmental cleanliness is crucial. Increasing this awareness is essential to keeping the environment free from waste.

Contrastingly, the Head of Kanari II Hamlet, identified as IB, explained in an interview that the size of the village government organization has little impact on program implementation, including waste management, if not accompanied by optimal organizational performance. Therefore, merely forming numerous organizations does not guarantee the success of village activities if organizational performance is lacking. Hence, serious cooperation is needed from both the village government and the community to maintain a clean environment.

Research results from direct field interviews indicate that the size of the North Buntulia Village Government organization influences the implementation of planned activities. Even with increasing population growth, the organization's size must be complemented by optimal

performance from its members. Without maximum organizational performance, the success of village activities, including waste management, cannot be assured.

2.2 Management style

Efforts to raise awareness about environmental issues, especially waste management, necessitate a paradigm shift through changes in management style. This shift aims to alter people's behavior and mindset, making waste problems easier to solve. The North Buntulia Village Government is actively working to improve the village, including addressing waste management, which has consistently posed environmental challenges. It is hoped that an effective management style will help overcome these problems.

The Head of Financial Affairs, AM, stated in an interview that management style significantly influences problem-solving in the village, including waste management. A new management style based on togetherness and openness can lead to democratic solutions by involving the community in all matters, including waste handling. Therefore, the North Buntulia Village Government must regulate and manage village waste while demonstrating leadership qualities that the community can emulate, ensuring a clean environment.

Similarly, the Chairman of the BPD, AL, explained in an interview that management style greatly impacts problem-solving in the village, including waste management. By offering substantial opportunities to all societal elements and involving community organizations, the success of village activities, including waste handling, can be determined, fostering democratic leadership. A good management style can thus provide the best solutions for a clean, waste-free environment.

Field research through direct interviews indicates that the management style of the North Buntulia Village Government is a key factor influencing village activities. By providing opportunities and involving all community elements, including organizations, in waste management, a strategy for overcoming community problems is established. Therefore, this democratic management style will be instrumental in solving the village's waste problem.

2.3 Complexity of the business environment

Business and the environment share a reciprocal relationship, where each can influence the other. The rapid industrial progress and annual population growth lead to increased production of industrial and domestic waste, placing a heavy burden on urban and rural areas' land, air, and rivers.

North Buntulia Village also grapples with waste management challenges arising from the complexity of business activities. As the number of businesses increases, so does the volume of waste generated, prompting the village government to foster understanding and awareness among the business community for collaborative environmental preservation efforts. The Head of Kanari I Hamlet, identified as ED, emphasized in an interview that the complexity of business activities significantly contributes to environmental pollution through waste generation. Hence, the village government must engage in management planning, coaching, and educating business owners to prioritize environmental conservation. Similarly, the Head of the Welfare and Services Section, SA, noted in an interview that the proliferation of business activities, particularly among sellers, contributes to waste accumulation, highlighting the need for increased awareness among business owners about waste management's environmental impacts.

Research findings from direct field interviews underscore the influence of business complexity on village waste management. The growing number of daily businesses, coupled with a lack of environmental awareness among business owners, leads to increased waste generation and environmental pollution. Therefore, the village government must engage in management planning, guidance, and education initiatives to encourage businesses to prioritize environmental cleanliness and adopt proper waste disposal practices.

2.4 Production process

Waste is the byproduct of community activities, discarded when no longer useful, posing risks of disease outbreaks and public health hazards if not managed properly. Therefore, waste must undergo appropriate processing to mitigate these risks. In North Buntulia Village,

efforts to address waste management challenges persist. It's crucial to recognize that waste isn't solely a burden of environmental pollution; it can also offer benefits through a production process. This entails processing waste to benefit the community's economy and aid the village government in waste management.

The Head of Financial Affairs, AM, emphasized in an interview that the waste production process can positively influence waste management in the village. However, this requires effective cooperation among the village government, the community, and other stakeholders such as waste banks and artisans to manage waste, turning it into a source of income for the community. Similarly, Mr. Ismail Botutihe, Head of Kanari II Hamlet, IB, stressed in an interview that proper waste processing can create job opportunities for the community and offer a positive solution for the village government to enhance community welfare.

Research findings from direct interviews highlight the production process as a key factor in improving community welfare and waste management in the village. Effective cooperation among the village government, the community, and other stakeholders such as waste banks and artisans is essential to manage waste effectively, transforming it into a source of income for the community and offering a positive solution for the village government to enhance community welfare.

2.5 Characteristics of the problems faced and the objectives of planning

Improper waste handling can lead to various impacts: (1) Health risks, as piles of rubbish can trigger disease outbreaks. (2) Environmental degradation, as unsightly heaps of waste can detract from the surroundings and discomfort residents. (3) Social consequences, including a diminished social status for the community and aesthetically unpleasing environmental conditions. North Buntulia Village grapples with several issues, including waste management challenges exacerbated by various community characteristics. Some community members lack awareness of waste's impact, while others fail to utilize available waste management facilities, hindering effective waste management efforts.

The Head of the Welfare and Services Section, SA, highlighted in an interview that community characteristics significantly influence waste management in the village. The lack of awareness among some community members and underutilization of waste disposal facilities provided through village programs hamper effective waste management. Hence, the village government must enhance community education and provide support to foster high awareness of environmental protection and waste management.

Similarly, the Head of the Government Section, RY, noted in an interview that population density compounds waste management challenges in the village, exacerbating various issues. These multifaceted problems pose obstacles to the village government's efforts to improve waste management. Research findings from direct interviews underscore that addressing the diverse problems faced during program preparation is crucial in enhancing waste management in villages. Increased community awareness and participation are essential to tackling these challenges, including waste management, by utilizing available facilities. Effective waste management not only generates side income for the community but also provides a positive solution for the village government to enhance community welfare.

3. Conclusion

Based on the research findings concerning waste management factors in North Buntulia Village, Buntulia District, Pohuwato Regency, drawn from field investigations, several influential factors can be identified: 1) The size of the organization; 2) Management style; 3) Complexity of the business environment; 4) Production process; and 5) Characteristics of the problems faced and planning objectives. This research underscores the importance of the Pohuwato Regency Regional Government, particularly the North Buntulia Village Government, Buntulia District, in enhancing waste management in the village. It is recommended that the government prioritizes addressing various needs that affect the effective management of waste issues in the village. These measures include providing support to encourage the community and business entities to prioritize environmental consciousness regarding waste disposal. Additionally, ensuring the adequacy of facilities and

infrastructure for waste management, which can serve as economic resources for the community, is vital. By focusing on these aspects, the government can significantly improve waste management in the village and contribute to a cleaner and healthier environment for all residents.

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IMPLEMENTATION OF PUBLIC SERVICE REFORM IN ENHANCING THE WELFARE OF BIMA DISTRICT COMMUNITY: CHALLENGES AND OPPORTUNITIES

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Abstract:

This study aims to analyze the implementation of public service reform efforts to enhance the welfare of the community in Bima District, identify the challenges faced, and propose improvement opportunities. The method used in this research is a qualitative and descriptive approach. Primary data were collected through in-depth interviews with various local stakeholders, including government officials, community leaders, and civil society activists. Secondary data were obtained from policy documents and statistical reports. Data analysis was conducted using a thematic approach to categorize findings based on themes relevant to the research objectives. The results indicate that public service reform in Bima District has brought about some positive changes, such as improved accessibility and quality of health services. However, significant failures related to management, compliance with service standards, and challenges in policy deregulation that are not aligned with community needs still exist. These challenges are exacerbated by a rigid bureaucratic system and a lack of visionary leadership capable of overcoming internal resistance to change. In conclusion, although public service reform has provided some benefits, there is still plenty of room for improvement, especially in management, transparency, and innovation in the delivery of public services. Strong commitment is required from all levels of government to continue driving innovation, addressing infrastructure and human resource barriers, and enhancing coordination among institutions to ensure the effectiveness and efficiency of public services that can directly impact the welfare improvement of the community in Bima District.

Keywords: *Community, Opportunities, Public Service, Reform, Welfare.*

1. Introduction

The implementation of public service reform in Indonesia represents a strategic endeavor by the government to enhance the quality of services extended to the public (Simangunsong & Hutasoit, 2018). This notion of public service reform is firmly grounded in the principles of good governance, encompassing transparency, accountability, responsiveness, as well as efficiency and effectiveness in resource management and service provision (Simangunsong & Hutasoit, 2018). The primary objective of this reform is to ensure universal access to quality services, devoid of discrimination, in a more accessible,

prompt, and cost-effective manner (Carey et al., 2018). Given Indonesia's intricate challenges concerning high bureaucracy, deficient integrity and professionalism among civil servants, and restricted access to fundamental services across numerous regions, (Barr, 2008) (Berenschot, 2018), such reform assumes particular significance

In practice, the implementation of public service reform in Indonesia has manifested through diverse initiatives and programs. Among the notable examples is the establishment of the one-stop service system (PTSP), consolidating various services at one location to streamline user experience (Powell et al., 2019). This system aims to diminish bureaucratic hurdles, reduce waiting times, and augment public satisfaction with services. Moreover, the government has embraced information technology through electronic-based services or e-government to streamline processes, bolster transparency, and broaden service accessibility (Steijn & van der Voet, 2019). This includes the adoption of applications and online portals for varied administrative requirements such as document submissions, tax payments, or business permit applications, all achievable online without the necessity of visiting service offices (Eriksson, 2019) (Mislawaty et al., 2022).

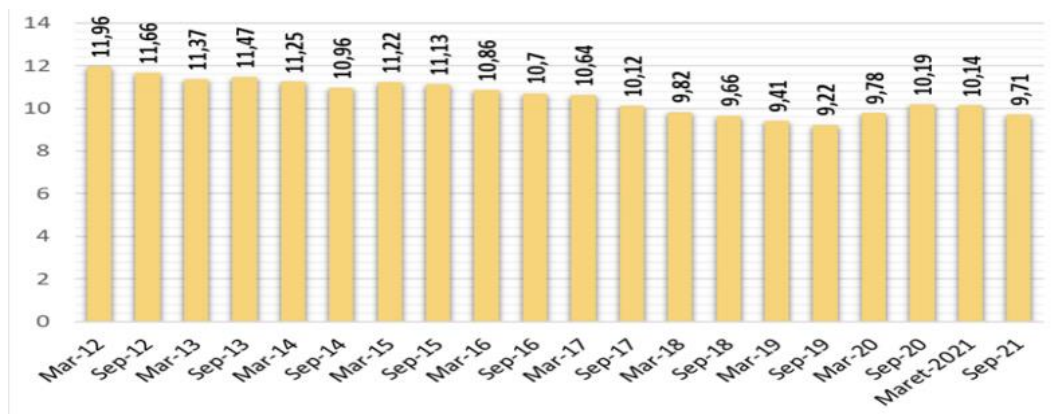
Nonetheless, the challenges associated with implementing public service reform in Indonesia remain substantial (Christensen et al., 2007) (Cinar et al., 2024). Foremost among these challenges is resistance from within the bureaucracy itself, where numerous officials and employees, accustomed to traditional work practices, perceive changes fostering transparency and accountability as threats (Umar et al., 2019). Furthermore, limitations in infrastructure and human resources, particularly in remote and border areas, persist and necessitate significant enhancements to ensure equitable service provision (Hammerschmid et al., 2019). Additionally, issues concerning the digital divide continue to hinder the full utilization of electronic-based services by certain demographics (Coates et al., n.d.) (The, 1999) (Brown et al., 2019). Addressing these challenges mandates robust commitment from all governmental tiers and support from the community and private sector to perpetuate the advancement and refinement of public service provision in Indonesia (Lapiente & Van de Walle, 2020).

Moreover, the challenges and complexities inherent in integrating public service reform with community welfare improvement endeavors necessitate concerted attention to enhance the efficacy and efficiency of public services (Edmiston & Nicholls, 2018). Notably, one of the primary challenges lies in the intricate bureaucratic structures of the government, often hindering inter-agency integration (Schou & Pors, 2019). Complex bureaucracies may result in overlapping tasks and responsibilities between agencies, as well as a dearth of coordination among various work units (Brown et al., 2019). Consequently, this impedes information flow and effective decision-making processes, thereby hindering endeavors to provide quality and responsive public services (Johari et al., 2019). Additionally, cultural and interest disparities among agencies present barriers to integration, as it proves challenging to reach consensus and agreements on cross-sectoral policy determinations (Aitken, 2019) (Moonti, 2019).

Furthermore, the inadequacy of integrating public service reform to enhance community welfare becomes evident from various perspectives, particularly in terms of achieving national development targets that have fallen short of expectations (Saxena et al., 2021). Despite concerted reform endeavors in public service provision, such as the formulation of the National Medium-Term Development Plan (RPJMN) and the implementation of Bureaucratic Reform (RB), numerous unresolved issues persist. One glaring indicator of the faltering integration and reform of public services is the failure to address core community challenges, including poverty alleviation, bolstering micro, small, and medium enterprises (MSMEs) and tourism, stimulating investment, and other pivotal issues.

Primarily, poverty alleviation remains a formidable challenge that has not been adequately tackled despite the implementation of diverse programs and policies. Although Indonesia has witnessed a reduction in the percentage of poverty over the past decade, this decline has not reached a substantial level. Factors contributing to the failure of integration and reform in poverty alleviation encompass the lack of coordination and synergy among agencies in executing poverty alleviation initiatives, alongside the suboptimal utilization of

technology and data in identifying and disbursing aid to deserving communities. Furthermore, regional disparities persist as a hindrance to poverty alleviation endeavors, with noticeable gaps persisting between urban and rural areas, as well as between Java Island and other regions. Below is the breakdown of Poverty Rates for the period spanning from 2012 to 2021;



Source: Central Statistics Agency, 2022

Secondly, the enhancement of micro, small, and medium enterprises (MSMEs) and tourism remains pivotal in endeavors to uplift community welfare, yet numerous challenges persist in their execution. Despite the implementation of various programs aimed at bolstering MSMEs and the tourism sector, hurdles such as restricted access to capital and technology, limited market reach, and convoluted and often cumbersome regulatory frameworks for business operators persist. Furthermore, inadequate literacy levels and skills present impediments to MSME development, curtailing the competitiveness of business operators in an increasingly cutthroat market. Within the tourism sector, issues persist concerning deficient infrastructure, ineffective promotion and marketing strategies, and insufficiently sustainable management of natural and cultural resources.

Thirdly, augmenting investment holds paramount importance in bolstering economic growth and community welfare; however, several obstacles impede investment realization.

Complex bureaucratic processes, legal uncertainties, and security instabilities are among the factors influencing investors' decisions to invest in Indonesia. Additionally, deficiencies in infrastructure, particularly in underdeveloped areas, hinder accessibility and connectivity for investors. Furthermore, the lack of coordination among institutions in furnishing services and facilities for investors further impedes efforts to attract investment in Indonesia.

Moreover, aside from these primary concerns, several other strategic issues remain inadequately addressed, including environmental and natural disaster issues, gender inequality, and food security. Environmental and natural disaster issues are particularly pressing, given Indonesia's susceptibility to natural calamities such as earthquakes, tsunamis, floods, and landslides. A lack of awareness regarding the significance of environmental conservation and the absence of coordinated disaster mitigation efforts pose obstacles to sustainable development.

Conversely, gender inequality persists as a significant challenge in Indonesia, where women encounter discrimination in accessing education, healthcare, and employment opportunities. Meanwhile, food security represents another strategic concern, considering Indonesia's status as an agrarian nation with vast potential in the agricultural sector. Nevertheless, disparities persist in terms of access to food and the absence of food security for certain communities.

Overall, the failure to integrate and reform public services to advance community welfare is evident in the unsatisfactory level of national development attainment, coupled with the prevalence of various unresolved issues and challenges. Addressing these requires more comprehensive and coordinated efforts among institutions, alongside synergy between the government, private sector, and communities to support the implementation of policies and development programs aimed at comprehensive and sustainable welfare improvement.

Moreover, in the implementation of Public Service Reform, there lies a crucial role in supporting the vision outlined in the Road Map RB 2020-2024 and the mandates articulated in Regulation Number 3 of 2023 issued by the Ministry of Administrative Reform and

Bureaucratic Reform. This regulation underscores the significance of fostering a clean, effective, and competitive bureaucracy to stimulate national development and deliver quality public services (Kementerian PANRB, 2023). A pivotal aspect of this reform involves enhancing efficiency and transparency in public service provision. By streamlining administrative systems and reducing bureaucratic hurdles, the public can access services more swiftly and conveniently, thereby saving time and costs previously associated with processing various documents or permits. Augmented transparency also enables the public to gain a better understanding of bureaucratic processes, thereby fortifying trust and fostering participation in national development.

Furthermore, public service reform prioritizes the enhancement of service quality extended to the public. Through advancements in information and communication technology, the adoption of elevated service standards, and the augmentation of service personnel's competencies, it is anticipated that the services rendered can better cater to the needs and expectations of the public. By receiving improved and more accessible services, the public will feel better supported in their daily lives and in the pursuit of their potential. Additionally, endeavors to empower communities in decision-making processes and in monitoring the performance of public services constitute integral components of this reform, ensuring that public services are delivered in alignment with the needs and aspirations of the communities served. Thus, the implementation of public service reform not only aligns with the imperatives outlined in the Road Map RB 2020-2024 but is also instrumental in enhancing community welfare through heightened efficiency, quality, and participation in public service provision (Devarajan & Ianchovichina, 2018).

In the District of Bima, the pursuit of public service reform encounters numerous setbacks and challenges, impacting endeavors to comprehensively enhance community welfare. A significant hurdle is the difficulty in achieving transparency in service provision, compounded by the overarching challenge of extending service coverage to encompass all segments of society. Integrating public service reform with community welfare proves crucial but is often impeded by the intricate structures of government bureaucracy. These

complexities complicate the integration process between agencies, leading to overlapping tasks and responsibilities among institutions (Schou & Pors, 2019).

Moreover, the lack of coordination among work units poses a serious impediment to implementing this reform. Despite these challenges, gender inequality, food security, environmental and natural disaster issues persist as major challenges yet to be adequately addressed. Poverty remains a focal point, while the enhancement of the Micro, Small, and Medium Enterprises (MSMEs) sector, along with the potential of coastal tourism and small islands, has not received sufficient attention in welfare improvement efforts. Significant obstacles such as limited access to capital and technology, lack of broad market access, and cumbersome regulatory frameworks for business operators further hinder progress. Addressing these challenges necessitates concerted efforts through enhanced institutional coordination, increased transparency, infrastructure development, and policies supporting inclusive economic growth. It's crucial to recognize that public service reform isn't solely about enhancing administrative efficiency but also ensuring that policies and services genuinely contribute to the overall welfare of the community.

The primary objective of this research is to scrutinize the implementation of public service reform in enhancing community welfare in the District of Bima, while identifying associated challenges and opportunities. By deeply understanding the constraints encountered in public service delivery, this research aims to furnish concrete policy recommendations to enhance the effectiveness and efficiency of public services and uplift community welfare. Given the complexity of issues faced by public services in the District of Bima, this research holds significant urgency. With challenges such as lack of transparency, difficulties in extending service coverage, and obstacles in integrating public service reform with community welfare, this research plays a vital role in providing deeper insights into the dynamics on the ground. Thus, the findings of this research are expected to serve as a foundation for more accurate and effective policymaking efforts aimed at enhancing community welfare.

To accomplish the objectives of this research, a qualitative and descriptive approach will be adopted. Primary data will be gathered through in-depth interviews with pertinent stakeholders, including government officials, community leaders, and civil society activists. Additionally, secondary data will be sourced from various official documents such as policy papers and statistical reports. Data analysis will be conducted using a thematic approach, where findings will be categorized according to specific themes relevant to the research objectives. Furthermore, based on the analysis results, problem-solving measures will be identified and recommended in the form of concrete and implementable policy suggestions.

This research holds relevance and novelty due to its focus on the implementation of public service reform within the specific context of the District of Bima. While numerous studies have examined public service reform in a broader sense, this research will offer a fresh contribution by analyzing specific challenges and opportunities at the local level. Consequently, this research is expected to bridge existing knowledge gaps and provide a deeper understanding of how public service reform can be effectively implemented to enhance community welfare at the local level.

2. Result

Public service reform represents a transformative process in the management and provision of government services to the public, aimed at enhancing their quality and efficiency. This reform assumes paramount importance in endeavors to bolster community welfare, as effective and quality public services directly impact citizens' daily lives (Steijn & van der Voet, 2019). Through this reform, the government endeavors to eradicate cumbersome bureaucracy and mitigate the pervasive practices of corruption in resource allocation and service delivery to the public (Eriksson, 2019). By instituting more transparent and accountable systems, coupled with leveraging information technology, the government can ensure that services are more accessible, expedient, and tailored to the populace's needs. Additionally, public service reform underscores inclusivity, ensuring equitable access to services for all segments of society, including marginalized groups. This encompasses

enhancements in healthcare, education, security, and infrastructure, thereby fostering improved educational, health, and economic opportunities for the community. Consequently, successful public service reform not only enhances efficiency and effectiveness in service delivery but also underpins inclusive and sustainable economic growth, contributing to the attainment of broader national development objectives aimed at enhancing the welfare of all strata of society (Christensen et al., 2007). In this study, the researcher narrows down the research indicators to evaluate the effectiveness of public services and welfare, alongside identifying opportunities for development improvement in the Bima District.

2.1 Public Service Effectiveness and Welfare

The concept of public service effectiveness is intricately linked to the government's capacity to provide services that not only address the basic needs of the community but also elevate the overall quality of life. The effectiveness of public services can be gauged by how well they align with public expectations, their timeliness and accuracy in availability, and the extent of their positive impact on community welfare. Effective public services must be responsive to the evolving needs of the community, accessible to all societal segments, and offer sustainable solutions to social and economic challenges. Within the welfare framework, the efficacy of public services plays a pivotal role in cultivating a healthy, educated, and productive society. For instance, proficient healthcare services can mitigate morbidity and mortality rates, quality education services can enhance competencies and skills, leading to augmented individual income levels, and adequate infrastructure facilitates economic efficiency and social cohesion (Simangunsong & Hutasoit, 2018). Consequently, enhancing public service effectiveness not only caters to individual and familial needs but also fortifies the groundwork for inclusive and sustainable economic growth, thereby advancing overall community welfare (Simangunsong & Hutasoit, 2018).

In the endeavor to bolster the effectiveness of public services and community welfare, Kabupaten Bima grapples with a web of interconnected and complex challenges,

commencing with issues in the management and organization of public services. Inefficient management often precipitates coordination chaos and resource allocation dilemmas, directly impinging on the performance of public services. Furthermore, inadequate organizational structuring engenders role and function overlap among agencies, impeding efficiency and effectiveness in service delivery to the community. These challenges are compounded by rigid bureaucratic frameworks, where prevailing policies and procedures do not invariably support prompt and adaptive responses to the evolving needs of the community. Consequently, concerted efforts are imperative to revamp management and organizational structures to foster greater agility and efficacy in addressing challenges.

Additionally, another formidable challenge lies in policy deregulation and the quality of existing policies. Local policies and regulations often exhibit rigidity and a misalignment with actual community conditions or needs. This results in ineffective and inefficient policy implementation, stifling innovation and exacerbating the quality of services rendered. A combination of policy deregulation and the enhancement of policy quality could offer a solution to these issues. Elevating policy quality necessitates an evidence-based and participatory approach, integrating inputs from diverse stakeholders, including civil society, to ensure that resultant policies are not only pertinent but also exert a significant impact on bolstering community welfare.

Regarding leadership, Kabupaten Bima necessitates robust and visionary leadership figures capable of driving and executing reforms effectively. Effective leadership assumes paramount importance in supervising legal and policy reform processes and fostering innovation in public services. A competent leader should discern the imperative for change, articulately convey that vision across all government echelons, and ensure cohesive alignment towards the shared objective. Innovations in public services, such as the adoption of digital technology to augment access and service quality, mandate unwavering support from leadership at all tiers. Furthermore, requisite legal reforms vital to buttress new policies and procedures must be executed resolutely, guaranteeing that any modifications transpire

within a robust and lucid legal framework, thereby bolstering governmental endeavors to further ameliorate the populace's quality of life in Kabupaten Bima.

Furthermore, compliance with public service standards stands as a pivotal yardstick for gauging the effectiveness of local governments in addressing community needs. In Kabupaten Bima, subpar levels of community contentment with public services denote a failure to adhere to established service standards. An array of factors contributes to this scenario, encompassing inefficient management systems, opacity, and limited access to essential services. For instance, within the healthcare and education sectors, the populace frequently grapples with protracted waiting times, convoluted procedures, and substandard facilities. This not only underscores inadequate management and coordination among departments but also signifies a dearth of concerted endeavors to enforce established service standards. These standards ought to guarantee the quality, promptness, and efficiency of services dispensed to the community, yet the reality falls short of expectations.

Moreover, the dearth of adequately trained human resources and innovation in service delivery further compounds the issue of low compliance with service standards. Many agencies in Kabupaten Bima still hew to traditional methodologies that are obsolete in coping with escalating service demand and evolving community expectations. The paucity of investments in employee training and contemporary technology curtails the capacity of public services to evolve in tandem with the exigencies of the times. Consequently, this engenders a negative perception among the populace, harboring discontent due to the incongruence between the services received and their expectations or needs. Substandard community contentment not only reflects a lapse in implementing extant service standards but also signifies a failure in endeavors to comprehend and integrate community needs and expectations into the formulation and execution of public service policies. Addressing this issue mandates heightened commitment from local governments to revamp the public service paradigm, commencing with bolstering human resource capabilities, optimizing technological utilization, and enhancing the quality of interaction between the community and the government.

2.2 Opportunities for Development Enhancement in Bima Regency

Public service reform holds significant potential to propel development across various sectors, directly impacting societal welfare. One pivotal concept in the developmental opportunities fostered by this reform is the augmentation of efficiency and effectiveness in delivering services to the public (Carey et al., 2018). Reform initiatives executed with a focus on standardizing procedures, digitizing processes, and augmenting transparency can curtail the time and cost requisite for accessing public services. For instance, by implementing online registration systems for healthcare and permits, waiting times can be substantially mitigated, consequently elevating public contentment and empowering citizens to allocate their resources more judiciously elsewhere. Furthermore, through the integration of cross-sectoral data, the government can discern community needs more accurately, thereby enabling more targeted resource allocation and infrastructure development tailored to actual community exigencies (Barr, 2008).

Alongside efficiency enhancements, public service reform presents opportunities for broader innovation and collaboration among the government, private sector, and civil society. By fostering frameworks that promote stakeholder participation, innovative solutions to public issues can be identified and implemented. For instance, governmental collaboration with technology startups can yield applications facilitating public access to information about services and participation in policy planning and evaluation. This collaborative effort not only enhances service quality but also fosters innovation, catalyzing more inclusive economic and social growth. Such reforms underscore the government's commitment to enhancing good governance and accountability, fundamental for sustainable development. By fortifying public services, the government not only improves efficiency and transparency but also fosters public trust, pivotal for long-term social and economic stability.

Research findings underscore the significant impact of public service reform on development quality across various sectors in Bima Regency, including education, socio-cultural, infrastructure, and economy. Deviations from established service standards, resulting in low public satisfaction, directly impede effective development in the region.

In the education sector, development quality is hindered by limited access to adequate facilities and a lack of innovative teaching methods, stemming from shortages in trained human resources and underinvestment in educational technology. For instance, some areas in Bima Regency suffer from insufficient quality teachers, inadequate school infrastructure, and limited learning materials, compromising the education quality and local human capital's potential contribution to economic development.

At the socio-cultural level, public service failures undermine community trust and satisfaction with the government, impeding community participation in government programs and hampering efforts to preserve cultural and social heritage that necessitate active government-community collaboration. Moreover, prolonged dissatisfaction can erode social cohesion, increase tension, and undermine the efficacy of social welfare programs.

Regarding infrastructure and economy, the failure to adhere to effective service standards leads to delays in vital infrastructure projects or their implementation below standard, impacting existing infrastructure quality and hindering potential economic growth. For instance, inadequate transportation infrastructure impedes market access, slows trade, and restricts labor mobility, essential elements for local economic growth. Additionally, ineffective legal and policy reforms impede both foreign and domestic investment, crucial for sustainable economic development.

In summary, public service failures in Bima Regency detrimentally affect education, socio-cultural, infrastructure, and economic development. Improving management, policy deregulation, enhancing policy quality, fostering strong leadership, and promoting innovation are essential strategies to address these challenges and foster more inclusive and sustainable development in the region.

3. Conclusion

This research underscores the pivotal role of transforming the management and delivery of public services as a primary driver for enhancing societal well-being. This reform initiative targets the elimination of convoluted bureaucracy, combating corruption, and

instituting more transparent and accountable systems through the strategic utilization of information technology. The primary objective of this reform is to establish services that are responsive, easily accessible, and inclusive for all segments of society, including marginalized groups, while also enhancing healthcare, education, security, and infrastructure services. The research identifies that improving the effectiveness of public services directly correlates with enhancing the quality of education and healthcare, thereby ultimately contributing to increased individual income and welfare. However, the research also reveals significant challenges persist in Bima Regency regarding the management and organization of public services. These challenges include disorder in resource coordination and allocation, as well as inefficient organizational structures leading to overlaps in functions and roles among agencies. Moreover, rigid local policies and regulations, a lack of visionary leadership, and minimal innovation in service delivery further exacerbate these challenges. Therefore, achieving the objectives of inclusive and sustainable reform and development necessitates further efforts to revamp management structures, enhance policy quality and deregulation, and fortify leadership and innovation in Bima Regency. This entails adopting evidence-based and participatory approaches in policy formulation, along with implementing supportive legal reforms, ensuring that any instituted changes yield tangible improvements in the quality of life for the entire community of Bima Regency.

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THE STRATEGY OF MIGUNANI DISABILITY COMMUNITY IN PLANNING INTEGRATED DEVELOPMENT PROGRAM (POSBINDU) FOR DISABILITIES IN SUMBERAGUNG, JETIS, BANTUL

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Abstrak:

This study aimed to analyze the planning strategies of the Integrated Development Post (Posbindu) program in Sumberagung Village. A descriptive qualitative method was employed to gather authentic, natural, and in-depth data through interviews. The results were presented narratively in a creative and detailed manner. The study describes the Posbindu program and analyzes its planning strategies by evaluating strengths and weaknesses, as well as exploring opportunities and threats using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. The findings indicate that the Posbindu KDK Migunani program in Sumberagung Village serves as a platform for individuals with disabilities to access health rights within development programs. The research also reveals that the planning strategies for the Posbindu program have been relatively successful, as evidenced by the increasing participation of individuals with disabilities in Posbindu activities. Additionally, the program features competent speakers who provide insights on inclusive education, the importance of health, and skills related to technological guidance. Overall, the Posbindu activities in Sumberagung Village have enhanced the motivation of individuals with disabilities towards achieving a better quality of life, greater health awareness, and an open mindset regarding inclusive insights.

Keywords: Strategies, Disabilities, Rights Fulfillment

1. Introduction

Indonesia ratified the United Nations Convention on the Rights of Persons with Disabilities (CRPD) in 2011 and enacted Law No. 8 of 2016 on Persons with Disabilities, which recognizes persons with disabilities as dignified human beings with equal rights to the general population (Hastuti et al., 2020). However, many groups of persons with disabilities continue to be marginalized in terms of access and facilities (Mukrimah & Widiastuti, 2019). Moreover, the current situation shows that persons with disabilities are generally more likely to be excluded from development benefits. This includes limited access to public facilities and fewer opportunities to participate in

activities (Sucipto & Sihombing, 2022). This suggests that the existing legislation is not being effectively implemented for persons with disabilities. Consequently, persons with disabilities are often perceived as unproductive and unable to work efficiently.

However, persons with disabilities also possess independence and potential that can be developed, particularly in the business and entrepreneurial sectors (Widiantoro et al., 2013). This is evidenced by groups of individuals with disabilities who actively create handicrafts, such as doormats, and those who excel in the health sector, such as massage therapy (Nurhafida & Setiaji, 2019). Adanya Potensi yang dimiliki penyandang disabilitas dapat dikembangkan sesuai kemampuannya. The potential of persons with disabilities can be nurtured according to their abilities. According to the ILO (2011), neglecting the productive potential of persons with disabilities in the workforce results in losses for both society and the nation. It is estimated that the productivity of persons with disabilities can impact the national Gross Domestic Product (GDP) by as much as 3 to 7 percent (Poerwanti, 2017). Therefore, persons with disabilities have significant potential and strengths that can be developed. However, access to public facilities remains inadequate.

In light of these challenges, it becomes imperative to pursue a form of development that caters to all segments of society, termed as inclusive development (Probosiwi, 2017). Inclusive development seeks to rectify existing disparities stemming from power imbalances, lack of voice, and limited influence among individuals and groups, including those with disabilities, within the development framework. Efforts must be directed towards bolstering economic and social structures to prevent the further marginalization of persons with disabilities (Hastuti et al., 2020). Consequently, through inclusive development, every member of society can avail themselves of public facilities, ensuring their rights as citizens are adequately upheld.

One form of inclusive development involves the implementation of the Integrated Development Post (Posbindu) program for Persons with Disabilities. This initiative aims to facilitate access to healthcare for persons with disabilities and

enhance their involvement in the prevention and early detection of Non-Communicable Diseases (NCDs) risk factors. Various activities are conducted within the Posbindu program, including health examinations, fostering the spirit of persons with disabilities, education, and training. In the implementation of the Posbindu program for disabilities in Sumberagung, collaboration takes place with the SIGAB Institution and the Jetis Health Center. Significant changes have been observed in the program over the course of one year. Initially beginning with individual invitations to homes, the disabled community gradually began to show interest. Currently, the disabled group in Sumberagung has reached 50 members. Therefore, this research aims to elucidate the planning strategies behind the Posbindu program for disabilities in Sumberagung. This is undertaken to comprehend how the management of the disabled group realizes the program. The research is conducted in Sumberagung, Jetis, Bantul. The problem statement of this study is: "What are the Planning Strategies of the Disability Community in developing the Integrated Development Post program?" In line with the raised issue, the objective of this research is to describe the Planning Strategies of the Disability Community in developing the Posbindu program.

In this study, the researcher aims to compare the results with previous research to obtain clearer information and to anticipate similarities with earlier studies. The following are the research findings used for comparison and reference:

The study conducted by Astri Hanjarwati, Jamil Suprihatiningrum, and Siti Aminah in 2019, titled *Persepsi Penyandang Disabilitas Dan Stakeholder Untuk Mempromosikan dan Mengembangkan Komunitas Inklusif di DIY dan Sulawesi Tenggara*, examines the perceptions of persons with disabilities and stakeholders towards promoting and developing Friendly and Inclusive Communities in their respective areas. Despite certain shortcomings, such as limited knowledge about disabilities and inclusion, both persons with disabilities and stakeholders acknowledge the need to realize Friendly and Inclusive Communities. Respondents with disabilities also emphasize the importance of increasing participation and access to development

by and for persons with disabilities, both quantitatively and qualitatively. The research findings were derived from questionnaire data analyzed using descriptive statistics or quantitative methods (Hanjarwati et al., 2019).

Additionally, research conducted by Andayani and Muhrisun Afandi in 2016, titled *Pemberdayaan dan Pendampingan Komunitas Penyandang Disabilitas Dalam Mengakses Pendidikan Tinggi*, examines advocacy efforts for disabled communities in the Special Region of Yogyakarta (DIY) province in accessing higher education. This service activity focuses on persons with disabilities who are within the age range for secondary and higher education. However, it is designed to reach the disability community on a broader scale, including policymakers and other relevant parties involved in fulfilling the educational rights of persons with disabilities. (Andayani & Afandi, 2019).

The research conducted by Syamsul Arifin and Utami Dewi, titled *Collaborative Governance Dalam Program Rintisan Desa Inklusif Di Desa Sendangadi Kecamatan Mlati Kabupaten Sleman* aims to describe and analyze collaborative governance and identify the inhibiting factors in the pilot program for inclusive villages in Sendangadi Village, Mlati District, Sleman Regency. This study uses a descriptive qualitative method and reveals that collaborative governance in the pilot program for inclusive villages in Sendangadi Village has not been effective. The analysis is based on the collaborative governance model indicators by Ansell and Gash, which include initial conditions, facilitative leadership, institutional design, and the collaborative process (Arifin & Utami, 2018).

From the three studies mentioned above, the researcher did not find exact similarities with the current research under consideration. Although there are similarities in one of the variables, the objects and locations differ. Therefore, the researcher believes that this study is highly worthy of examination.

Research Methodology

In this study, the researcher employs a descriptive qualitative method to obtain authentic, natural, and in-depth data and facts through interviews and observations. The findings will be creatively and comprehensively narrated while maintaining a naturalistic perspective. By using this descriptive strategy, the researcher does not aim to test specific hypotheses but rather to describe the variables as they are. The research is conducted in Sumberagung Village, Jetis, Bantul. Data collection techniques include interviews and observations. The validity of the data is verified through triangulation, ensuring accuracy by comparing results from interviews, observations, and other data sources. Data analysis is performed using an interactive technique that involves Data Reduction, Data Presentation, and Conclusion Drawing.

2. Results and Discussions

2.1 Posbindu Disability Program in Sumberagung

The Posbindu Disabilitas initiative serves as a comprehensive healthcare endeavor tailored for individuals with disabilities and their caregivers, encompassing promotive, preventive, curative, and rehabilitative measures. Its reach spans across diverse age groups, from children to the elderly, with activities conducted monthly during the gatherings of disability organizations (Agustina, 2018). The establishment of Posbindu Disabilitas in Sumberagung finds its impetus in the Solidarity Inclusion Program. This program, designed to advocate for and fortify the rights of individuals with disabilities and other marginalized cohorts in Indonesia, addresses the gaps in government services and social protection. A collaborative effort between the Indonesian Government and the Australian Government underpins this initiative, aimed at fostering an inclusive society characterized by parity in social, cultural, economic, and political realms.³

³ <https://sigab.org/solider/> accessed on 20th of December 2022.

Supportive factors for the program stem from the limited healthcare accessibility for individuals with disabilities, coupled with their heightened vulnerability to non-communicable diseases, such as hypertension, depression, and diabetes, in contrast to their non-disabled counterparts. Hence, the establishment of the Integrated Guidance Post (Posbindu) for disabilities serves as a manifestation of a Community-Based Health Effort (UKBM), devised and executed by the community of individuals with disabilities and their caregivers. This framework underscores the anticipation that the program's presence will streamline healthcare access for individuals with disabilities, particularly those residing in Sumberagung, and foster inclusivity, thereby ensuring equitable treatment within the broader community.

Observations reveal that the Migunani Disability Community (KDK Migunani) encompasses individuals spanning various age groups, ranging from children to the elderly, grappling with physical and sensory disabilities. The program has garnered participation from approximately 50 individuals and has been met with enthusiastic reception by individuals with disabilities, as articulated by Mr. Jayadi, the chairman of the Migunani Disability Community in Sumberagung.⁴

“Their enthusiasm is immensely palpable, mainly because they had never experienced a disability group like this before. They are overwhelmingly delighted that such a disability group exists in their village. Thanks to the establishment of this disability group in the village, their excitement knows no bounds. Consequently, with each meeting, the number of members keeps growing”

The interview findings underscore the eager anticipation among individuals with disabilities for the Posbindu Disabilitas program. Initially starting with a modest number of members, the program's meetings consistently witness a growing

⁴ Interview with Mr. Jayadi, the Chairman of the Migunani Sumberagung Disability Community, conducted on September 28, 2022.

attendance, thus serving as a pivotal driver behind its success. Additionally, the substantial involvement of human resources stands out as a crucial factor contributing to the program's sustainability. It is evident that without active community participation, efforts to advance the program would stagnate (Saraswati and Annisah, 2020). The remarkable level of engagement is attributed to the establishment of Posbindu Disabilitas in Sumberagung, marking it as the pioneering initiative of its kind in the Jetis area, Bantul, as articulated by Mrs. Kuni Fathonah, the Coordinator of Solidarity Inclusion at the SIGAB Institution.⁵

"Yes, indeed, this is the inaugural launch for the Bantul region thus far. The aspiration is for it to pave the way for the establishment of similar disability groups across the Bantul area."

The Posbindu Disabilitas program is supported by village officials, the SIGAB Institution, and the Jetis I Community Health Center. The aim of this program, as articulated by the involved parties, is to bridge the gap between individuals with disabilities and non-disabled individuals, allowing them to appreciate that they too can access healthcare services in Sumberagung Village. Despite SIGAB no longer being directly involved in the Posbindu program, the hope is that it will continue to operate effectively and sustainably.

Posbindu activities are conducted routinely every month on the first Wednesday by the Migunani Disability Community (KDK Migunani). The series of activities commences with soft skill development sessions such as training and seminars facilitated by experts from various universities and fields of expertise. During the seminars, speakers address critical issues concerning disabilities, including inclusive education, the importance of non-communicable disease (NCD) awareness, and motivation for individuals with disabilities to maximize their potential. Additionally,

⁵ Interview with Mrs. Kuni Fathonah, the Coordinator of Solidarity Inclusion at the SIGAB Institution, conducted on September 28, 2022.

training sessions on technology guidance are conducted to ensure that individuals with disabilities keep pace with technological advancements.

Following these sessions, health examinations are conducted, covering blood pressure, cholesterol levels, weight, height, and blood sugar levels. Apart from fostering camaraderie among members, this program serves as a platform for skill development and provides services to identify various health issues promptly and seek appropriate treatment solutions.

2.2 Planning Strategy for the Migunani Disability Community (KDK) in the Village

Planning strategy denotes the approach employed to formulate strategies or directions and allocate resources effectively to accomplish long-term objectives (Istiqomah, 2023). Within a community setting, strategic planning plays a pivotal role in translating formulated plans into action. In this study, the Sumberagung disability community adopted several measures to implement the Posbindu Disabilitas program, employing the SWOT Analysis Theory as a strategic framework.

The research also employed the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis framework to elucidate the alternative strategies embraced by the management of KDK Migunani Sumberagung in its program planning. The SWOT analysis delineates the interplay between internal factors, namely strengths and weaknesses, and external factors, specifically opportunities and threats. Strategies are devised to leverage strengths and opportunities while concurrently addressing or mitigating threats and weaknesses (Nurul and Arief, 2020).

The elucidation of the SWOT analysis strategy encompasses internal factors, encompassing strengths and weaknesses, and external factors, comprising threats and opportunities, formulated based on interview and observation results.

2.2.1 Strengths in Formulating Program Strategies:

- a) **Active Community Participation:** The robust support and active involvement of the local community, including both the disability and non-disability sectors, stand out as pivotal strengths in program implementation. This collective engagement fosters an inclusive environment for individuals with disabilities. Moreover, the assembly of the Sumberagung disability group significantly contributes to the establishment and sustenance of the Posbindu Disabilitas program.
- b) **Enhanced Healthcare Accessibility:** Facilitating improved access to healthcare services, education, and social support for individuals with disabilities is another notable strength. The initiation of the Posbindu Disabilitas program, marking a pioneering endeavor in the Jetis Bantul village, is poised to catalyze efforts toward realizing the rights and equality of both disabled and non-disabled individuals.
- c) **Cross-Sector Collaborations:** The program benefits from collaborative partnerships across various sectors, involving governmental bodies, non-governmental organizations like the SIGAB Institution, and the Jetis I Community Health Center. This collective effort fosters a comprehensive approach to addressing the needs of individuals with disabilities. Additionally, the involvement of experts serves as a source of inspiration for individuals with disabilities.
- d) **Promotion of Social Inclusion:** The program presents an opportunity to bolster social inclusion for individuals with disabilities within the Sumberagung Village community, facilitating their active participation and fostering a sense of acceptance within their surroundings.

2.2.2 Further elaboration on certain weaknesses in formulating program strategies includes:

- a) **Resource Limitations:** Constraints in human resources, budgetary allocations, or essential infrastructure, such as healthcare equipment, pose significant challenges to program activities. Consequently, there is a reliance on borrowing resources from the community health center, potentially limiting the program's capacity to extend its reach to a broader spectrum of individuals with disabilities in Sumberagung.
- b) **Insufficient Healthcare Facilities:** Inadequate healthcare equipment at the Posbindu site leads to suboptimal program activities, necessitating supplementary support from the community health center to facilitate their execution.
- c) **Transportation Accessibility Challenges:** Some members of KDK Migunani encounter difficulties in attending program events due to limited and inaccessible transportation options. Consequently, there arises a pressing need for transportation assistance to ensure their participation in the program's routine activities. This transportation barrier may impede individuals with disabilities from accessing service centers or guidance posts, consequently diminishing their engagement with the program.

2.2.3 Further insights into some opportunities within the formulation of program strategies include:

- a) **Development Funding:** Ongoing efforts are being made to secure funding for the expansion and enhancement of the Posbindu program in Sumberagung through collaborations with governmental entities, the SIGAB Institution, and other stakeholders. This initiative aims to broaden the program's coverage and ensure the provision of comprehensive services.
- b) **Skill and Expertise Enhancement:** There exists an opportunity to offer training and mentorship programs tailored for individuals with disabilities in

Sumberagung. Such initiatives are designed to cultivate skills and expertise that foster independence in both daily life and the professional sphere. Notably, recent training sessions, including Technology Guidance and Digital Marketing Training conducted during the disability group meetings in Sumberagung, have been attended by SIGAB DIY assistants, KDK Migunani Sumberagung members, disabled individuals, and their families.

- c) **Heightened Awareness and Community Education:** The program serves as a conduit for heightening public awareness regarding disability-related issues and disseminating education on fostering inclusive practices. Additionally, it serves as a platform for increasing public consciousness regarding the significance of preventive healthcare measures. This has been exemplified through the organization of small-scale seminars addressing health-related topics, motivational talks, and other pertinent themes preceding health check-up activities.

2.2.4 Further elaboration on certain threats in formulating program strategies encompasses:

- a) **Lack of Awareness and Inclusive Education in the Community:** A significant challenge arises from the insufficient understanding and acknowledgment within the Sumberagung community regarding the importance of integrating individuals with disabilities into non-communicable disease treatment initiatives. Moreover, there persists a low level of inclusive education or comprehension regarding the unique needs of individuals with disabilities. This deficit may diminish community support and involvement in the program. Additionally, it has the potential to perpetuate stigma and erect social barriers, hindering individuals with disabilities from accessing services and support offered by the program.

- b) **Limited External Support:** The program faces a threat stemming from the scarcity of support from governmental and non-governmental entities. This constraint poses a risk to the expansion and sustainability of the program, as the availability of external resources plays a pivotal role in its growth and effectiveness.

3. Conclusions

1. The Posbindu Disabilitas program initiated by the Migunani Disability Community (KDK) in Sumberagung represents a pioneering endeavor in the region. This program is dedicated to securing the rights and public amenities for individuals with disabilities, particularly within the healthcare domain. Evidenced by the burgeoning participation of disabled members in the Posbindu Disabilitas program at each meeting and the collaborative efforts from governmental bodies, the SIGAB Institution, and the Jetis I Community Health Center, the program has garnered widespread enthusiasm and support. Thus, it can be deemed a success by all standards.
2. The strategies devised by the management of KDK Migunani have yielded commendable results. This is evidenced by the tangible outcomes of the program, including the escalating involvement of individuals with disabilities in Posbindu activities and the integration of skill development initiatives, such as training and seminars, into the program's framework. However, challenges persist concerning the inadequacy of healthcare equipment and expertise for health examinations at the KDK Migunani Posbindu. Consequently, ongoing support from the Jetis I Community Health Center remains imperative for addressing these shortcomings effectively

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