

Governance Perspective on Village Development in Bali: A Study of Tegal Harum Smart Village

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Abstract

This research aimed to examine the governance perspective on the development of smart villages in Denpasar City, specifically in Tegal Harum Village, West Denpasar District. The objective of this study is to analyze the governance aspects that contribute to the development of smart villages and to create a governance-based model for smart village development in Tegal Harum Village. This research is a qualitative descriptive research. The data collection techniques used were observation, interviews and documentation. There were nine informants in this research using a purposive sampling technique consisting of the Denpasar City Bappeda, Denpasar City DMPD, West Denpasar District Head, Tegal Harum Village Government and the Tegal Harum Village Community. The results of this research show that the Tegal Harum Village Government has developed a smart village from various applications and innovations that are already underway. From the dynamic governance perspective indicators, namely the institutional culture is guided by the village's vision and mission, dynamic capabilities, namely coordination, evaluation and comparative studies have been carried out, as well as adaptive policies, namely there is no specific policy that regulates the smart concept itself. From the development of the smart village, Tegal Harum Village finally received various awards. However, community participation in developing smart villages is still not optimal, this is due to community habits (cultural challenges).

Keywords: Smart Village, Dynamic Governance, Budaya Lembaga, Kapabilitas Dinamis dan Kebijakan Adaptif

INTRODUCTION

The development of information technology flows brings changes to the pattern of people's lives, especially in the process of public services provided by the government. The emergence of technological transformation into the scope of government experienced many phases. The first phase began in the 2000s called the e-Government phase which is the use of information technology focusing on three things, namely infrastructure, online services and human resources. The second phase is e-Governance, this phase is broader in scope than e-Government which includes several administrative activities such as bureaucratic management, administration and e-democracy (Dewi et al., 2021).

Over time, the concept of e-government is often debated with the concept of e-governance. These two overlap. Often e-governance is defined very simply similar to e-government, which is how the government uses ICTs (Information and Communication Technologies) to improve efficiency, especially in public services. Whereas the real concept of e-governance consists of many sectors, which are interconnected in various levels of governance (Mutiarin et al., 2021). Quoted from the dissertation by (Yudhiantara et al., 2019) entitled "e-Government Transformation Towards e-Governance in the Public Service Process at the Surabaya City Government" that the concept of e-Government transformation towards electronic governance (which is then abbreviated as e-G) is characterized by service integration, citizen centric service and public participation.

In 2009, the Government 2.0 phase emerged, which is a phase where digital government is more communicative and interactive. After that, the following year entered the Open Government phase in this phase the government was required to provide public information disclosure, transparency, prioritize participation and collaboration (Hanif et al., 2024). As stated in the sharpening of the Bureaucratic Reform

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Road Map 2020-2024 where in 2025, it is hoped that good governance will be realized with a government bureaucracy that is professional, has high integrity and becomes a public servant. In this long-term process, it is hoped that the Government of Indonesia can lead to dynamic governance by 2025.

Reporting from the menpan.go.id website page which states that "The sharpening of the 2020-2024 Bureaucratic Reform Road Map also regulates the main activities of Bureaucratic Reform, now no longer associated with the eight areas of change but will focus on the implementation of acceleration activities intended to accelerate the realization of digital bureaucracy." (Menpan, 2023) Based on this, of course, the focus of the Government of Indonesia is how digital transformation can be utilized in conducting public services (Maulana et al., 2022).

The e-government initiative in Indonesia has been seen since the issuance of Presidential Instruction of the Republic of Indonesia Number 6 of 2001 on Telematics (Telecommunications, Media and Informatics). Furthermore, the implementation of e-government in Indonesia is currently reaffirmed in Presidential Instruction Number 3 of 2003 concerning National Policy and Strategy for E-Government Development, with the aim of developing a technology and information literate society. According to (Farida & Lestari, 2021) e-government is the use of information technology by an agency that has the ability to realize relationships between citizens, business people and government agencies.

One of the provinces in Indonesia that is aggressively improving the implementation of e-government is Bali Province. In 2020, the Bali Provincial Government is committed to strengthening the implementation of the Electronic-Based Government System (SPBE) and to perfect the implementation of e-government, by launching a program called Bali Smart Island (Ardhana & Ariyanti, 2023). The goal of the Bali Smart Island initiative program is the Bali Provincial Government's effort to develop and implement smart, sustainable and integrated technology solutions to advance infrastructure and public services in Bali Province.

Bali Smart Island is affirmed as a priority program on the Bali Kerthi Economic Roadmap. One of the real impacts of this program is the development of free wifi services in areas of the island of Bali is the increase in the ICT Development Index (Technology, Information and Communication) of Bali Province. Based on data from the Central Bureau of Statistics in 2020, Bali Province's ICT Development Index was 6.57 and entered the top three best at the national level below DKI Jakarta Province with a score of 7.46 and Yogyakarta Special Region Province with a score of 7.09.

The Denpasar City Government continues to strive to develop integrated "smart cities" to villages and sub-districts. Villages have an important role in realizing the progress and welfare of the nation. It can be said that the village is the spearhead of the government in carrying out development.

Village development through the smart village concept is inseparable from the support of information technology (Aziiza & Susanto, 2020). This is also based on the issuance of Law No. 6/2014 on Villages. Village governments are given the authority to manage their own household affairs (autonomous villages, this has resulted in a significant increase in the development of village innovation. As in Tegal Harum Village, West Denpasar District, Denpasar City currently continues to innovate in providing services to the community (Patnaik et al., 2020).

Tegal Harum Village won a national award as the first-ranked Transparent Village in Central Indonesia. Tegal Harum Village also received the title of Beautiful Village (Village Love Statistics) organized by BPS towards One Data Indonesia. There are several Tegal Harum Village innovations used for smart village development, namely: Website, SIPINTER (Integrated Service System), SIPESAT (Digital Library Application), SIRABI (Cost Budget Plan Preparation Application), Free Wifi Procurement in Public Areas, Child Friendly Village, Waste Bank, Elderly School and others.

This research is a study of smart village development from the perspective of dynamic governance. The implication of the research is to see and understand how the development of smart villages that took place in Tegal Harum Village from the perspective of dynamic governance. Based on the initial observation, the researcher found that the smart village concept in Tegal Harum Village was already running, but there was no policy from either the city or village level that was used as a specific reference for the implementation of

smart villages. Dynamic capabilities in village management are needed for the development of smart villages that are not maximized (Meuleman, 2021).

The concept of Dynamic Governance is the result of increasing the capacity for development for the development of adaptive paths and adaptive policies so as to produce effective decision-making execution of a policy (Bellinson & Chu, 2019; Hurlbert & Gupta, 2019). There are three concepts of preparing dynamic governance capabilities, namely the concepts of thinking ahead, thinking again and thinking across. Based on this explanation, there are research objectives, namely to understand and analyze the smart village that developed in Tegal Harum Village. And to understand and analyze the smart village development model in Tegal Harum Village.

LITERATURE REVIEW

Governance

Governance or what is later called governance. This terminology emerged after the new order period which turned into a reform movement. The United National Development Program defines governance as "the use of economic, political and administrative authority to manage the affairs of the state at all levels. Governance includes all the mechanisms, processes and institutions by which citizens and community groups express their interests, exercise legal rights, comply with policies and bridge differences among themselves". As also mentioned by (Mandasari, 2023) states that many parties understand governance as governance. Governance here involves three major actors not only the government (government) and two other actors, namely the private sector (private sector) and society (civil society).

It can be stated that there are three sectors that synergize with each other, namely the government, the private sector and civil society to carry out their respective functions. Government or state institutions are tasked with creating a conducive political and legal environment (Pomeranz & Stedman, 2020). The private sector provides employment and income, while civil society plays a positive role in social, economic and political interactions including inviting and motivating groups in society to participate in economic, social and political activities. One of the most important aspects of governance, the regulation of power and authority is regulated by legislation.

In Indonesia, the implementation of good governance is stated in Law Number 9 of 2015. The important characteristics of governance include (Addink, 2019): Taking into account the interests of the poorest and weakest (in particular, with regard to decisions to allocate development resources) (Haitami & Rengganis, 2021) Political, social and economic priorities are built on the basis of consensus; Include all interests in planning and formulating policies; Transparency and accountability are inherent in all attitudes and behaviors of power; Government bureaucracy is effective, efficient and fair; The rule of law is established and consistently applied.

Dynamic Governance

One type of governance is dynamic governance. The existence of digital transformation and the uncertainty of future changes and challenges in the future requires dynamic and adaptable governance so that the policies implemented are not outdated. The dynamism of government conditions has an impact on social and economic development, in addition to the demand for sophistication in various matters caused by rapid changes in the development of the environmental sector needs to be considered because it often experiences uncertainty (Kinder & Stenvall, 2024).

Dynamic Governance is a governance concept that focuses on external factors of the policy environment. According to KBBI, dynamic is a state of full energy so that it moves quickly and adjusts to the situation. To make dynamic governance real, adaptation to a policy certainly plays an important role in it (Putri & Putri, 2023). However, the implementation of this policy adaptation is not just a passive reaction to external pressures but a proactive approach to contextualization and execution innovation. Dynamic governance or what can be said is dynamic governance. By (Neo & Chen, 2007) That is:

"Dynamic governance is the ability of a governance to continually adjust its public policies and programs as well as change the way

they are formulated and implemented, so that the long-term interests of the nation are achieved".

According to Neo and Chen, a dynamic government is a government that is able to adapt to the times, especially in this research, namely digital transformation. The foundation of dynamic governance is the institutional culture of a country which is indicated by three dynamic capabilities factors, namely thinking ahead, thinking again, and thinking across leading to adaptive policy implementation. The main leverage factor in the development of dynamic governance is capable people filled with smart, agile and agile people.

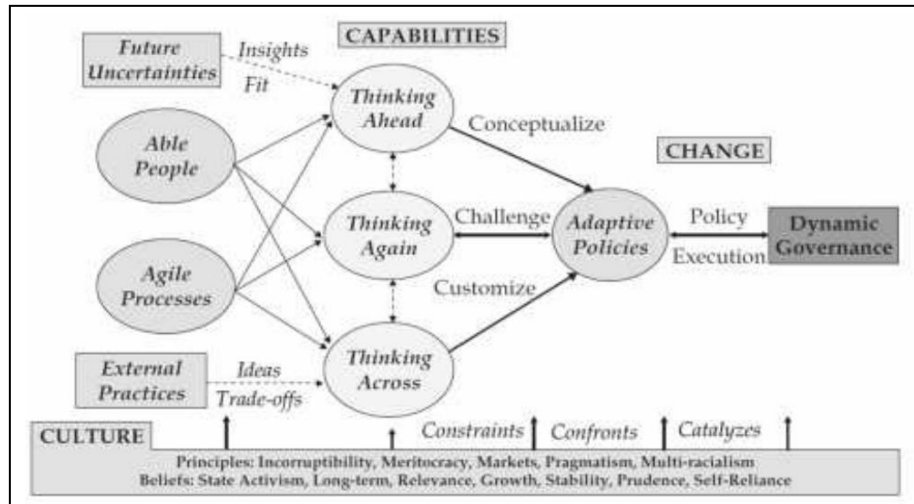


Figure 1. Dynamic Governance System Framework (Huscini, 2015)

Based on Figure 1 above, it can be explained that adaptive policies are realized to achieve the desired outcome, namely dynamic governance. What underlies this is the foundation of cultural values (institutional culture), three dynamic capabilities (thinking ahead, thinking again and thinking across) that facilitate adaptive policies. These capabilities must be embedded in the strategy and policy processes of government agencies so that the government continues to innovate.

In analyzing the problems of smart village development in Tegal Harum Village, Denpasar City and to determine the smart village development model from the perspective of dynamic governance, this study will use the dynamic governance theory of Neo and Chen, (2007). This model explains that there are several variables in dynamic governance, namely:

Institutional Culture

Institutional culture is the shared values and beliefs that underlie the identity of an institution. (Antono et al., 2023) mentions that there are four things that become a reference in the culture of the institution, namely: 1) Integrity means having the same actions; 2) cannot be bribed / not corrupt or incorruptibility which means having honesty and loyalty; 3) based on talent and ability / achievement or meritocracy means that every job is funded by parts of the organization based on areas of expertise and fair market orientation; 4) pragmatism means the ability to process.

Dynamic Capability

1). Thinking Ahead

Thinking ahead means the ability to identify environmental factors affecting the implementation of future development, understanding their impact on the socio-economy of the community (Hariram et al., 2023).

2). Thinking Again

Thinking again is the ability to revisit and review which is defined in one concept of activity in the form of systematic activities.

3). Thinking Across

Thinking across is the organization's ability to cross traditional boundaries to learn from the experiences of others so that new ideas can be adopted and allow innovative new policies and programs to be tried and instituted.

Adaptive Policy

Adaptive policy is a policy that seeks to improve the welfare of society (Markell & Glicksman, 2016). Dynamic Governance can be achieved through policies that are continuously adapted to changes that occur in the surrounding environment.

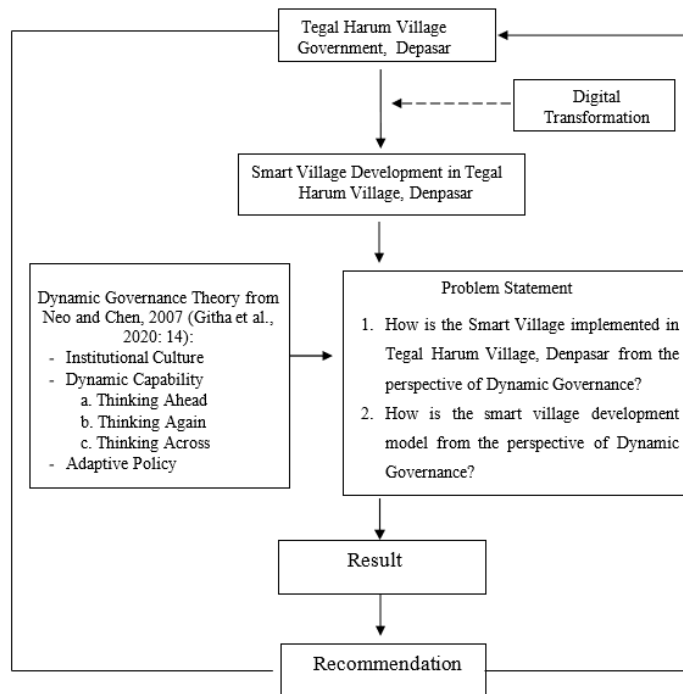


Figure 2. Framework for Thinking

METHOD

Research Approach

This descriptive qualitative research method is carried out to be able to provide a description of the processes or events that are currently occurring in the field chosen to be the object of research. Qualitative methods are based on postpositivism, namely all causes and effects are a probability that may or may not occur which has the characteristics of being reductionistic, logical, empirical, causally oriented (Østern et al., 2023). Furthermore, the data or information obtained is analyzed to obtain a problem solution. The selection of this method is due to seeing the interesting side of how the development of smart villages in Tegal Harum Village, West Denpasar, Denpasar City.

Data Type

To deepen the data analysis in this study, researchers used qualitative data types. The method used in this research is descriptive research method. Furthermore, it describes the factual forms of the problem under study by showing an accurate interpretation.

Data Source

To deepen the data analysis in this study, researchers used two data sources, namely:

Primary Data

Data obtained directly by researchers from the research site. Primary data obtained is the result of data collection from informants by means of observation or observation, and interviews with informants who know about the development of smart villages in Tegal Harum Village.

Secondary Data

Data collected from existing data in the form of previous research results and literature studies from official documents and archives owned by Tegal Harum Village.

Research Instruments

A data instrument is a tool used to measure observed natural and social phenomena. The existence of reliability can be fulfilled properly if the data instrument is able to produce stable and consistent data. Therefore, the researcher states that the data instrument used in this research is data in the form of writing reinforced by interviews. Interviews in this study were used with the aim of strengthening the previous written data. The tools in supporting interviews are a list of questions and a recording device. The list of questions contains several questions that will be asked to informants but are not shown.

Informant Selection Technique

In this research, the unit of study is the village government and all agencies that play a role in the development of smart villages in Tegal Harum Village, West Denpasar District, Denpasar City. The unit of analysis is the unit under study related to objects, individuals, groups, as the subject of research (Herlina, 2024; Rassel et al., 2020). In conducting a research, the unit of analysis is very important to know because it will be a reference in conducting the research. In this study, the unit of analysis was determined through purposive sampling. Purposive sampling is a sampling technique with certain considerations (Rony et al., 2023).

RESULTS AND DISCUSSION

RESULT

Based on the results of research that has been conducted at the Denpasar City Regional Development Planning Agency, Denpasar City Village Community Empowerment Office, West Denpasar District and Tegal Harum Village, it can be concluded that there is no specific policy related to smart villages. However, in its implementation, the Denpasar City Village Community Empowerment Office has appealed that to facilitate assessment in villages, the village government report is divided into three parts, namely: government, territorial and community. These three things are related to the three elements of a smart village, namely smart government, smart environment and smart community.

Smart Village Development from a Dynamic Governance Perspective

The implementation of innovations in Tegal Harum Village, Denpasar City is very organized. The following innovations have taken place in accordance with the three elements of a smart village:

Table 1. Tegal Harum Village Innovation

| No. | Elements of a Smart Village | Tegal Harum Village Innovation |
|-----|-----------------------------|---|
| 1. | Smart Government | SIPINTER (Integrated Service System): Sipinter Online, Si Dawai Cantik, Posyandu Application and Information. Information Service Platform (Touch Screen Monitor Information) Queue Number Platform SIRABI (Cost Budget Plan Preparation Application) SIAS (Mail Archive Information System) Beautiful Village Recording and Printing e-KTP |

| | | |
|----|-------------------|--|
| 2. | Smart Environment | Covid-19 Handling Free Wifi in Public Areas Waste Bank |
| 3. | Smart Community | Prudes (Village Superior Products) SIPESAT (Application Tegal Harum Village Digital Library) The heart of PKK Food Security Shining Village Child Friendly Village Elderly School KB Village (Quality Family) Elite Recreation |

DISCUSSION

Digital transformation has an impact on the governance process, especially in the Village Government. The village government and its officials are tasked as administrators of government, development and community organizers (Attaran et al., 2022). In this case, the village government plays an important role in the development of smart villages in the village.

In the process of smart village development, a dynamic government is also needed, which is seen from three indicators including cultural institutions, dynamic capabilities (thinking ahead, thinking again and thinking across) and adaptive policies. Tegal Harum Village located in West Denpasar District, Denpasar City has innovated towards the development of smart villages. The elaboration of smart village development from the perspective of dynamic governance is the basis for analyzing and describing the research findings described below:

Smart Village Development from a Dynamic Governance Perspective

The development of smart villages in Tegal Harum Village, West Denpasar District, Denpasar City has been running this is seen from three elements namely smart government, smart environment and smart community. These three elements have developed in Tegal Harum Village in the form of systems/applications and innovation programs. The number of daily and weekly access to each application is not recorded by the village because there are still many people who want to do administrative services face-to-face or offline. Even filling in the digital guest book has not been maximized because often both the community and Tegal Harum Village partners do not fill in digital guests.

When viewed in the development of a smart village in Tegal Harum Village, which has been digitized since 2021, which has been running for approximately four years, what is felt is the existence of cultural barriers. Villagers still feel unfamiliar with the development of digital-based services so that even though a digital service system has been developed. Because when viewed in terms of human resources, the number of residents of Tegal Harum Village who have a high school education - S3 (table 4.3) is 6,680, which is 50% of the population of Tegal Harum Village in terms of education can be said to be good. And when viewed from the productive age is 8,845, which means that 66% of the population of Tegal Harum Village is in productive age. With this number, they should be able to adapt to the development of a smart village in Tegal Harum Village.

Seeing the emergence of these challenges, researchers analyzed the development of smart villages in Tegal Harum Village with a dynamic governance perspective seen from three aspects, namely institutional culture, dynamic capabilities and adaptive policies.

Institutional Culture

(Neo & Chen, 2007) mentioned that cultural values will influence behavior and reflect mental models in everyday life. This is in line with (Errida & Lotfi, 2021) which states that a strong culture is the key to an organization's success. Based on the research findings, it was found that the development of a smart village in Tegal Harum Village, West Denpasar District, Denpasar City was guided by the vision and mission of Denpasar City and Tegal Harum Village.

The vision of Denpasar City in 2021-2026 is "Creative City Based on Culture Towards Advanced Denpasar".

Through the vision of Denpasar City, it is then derived to the vision of Tegal Harum Village Government, namely "Realizing a good and responsible Tegal Harum Village Government based on the concept of Tri Hita Karana". Culture based on the concept of Hindu religious culture becomes the spirit of creativity. The religion-based culture will provide guidance for the Village Government to maintain a balance between digital transformation and the environment.

The vision and mission have been realized in the development of a smart village in Tegal Harum Village. This became a guideline and built a bond for the City Government, Village Government and the community to jointly lead to a smart village. As Tegal Harum Village continues to innovate in the fields of government, environment and society.

Human resources are an integrated ability of thinking power and physical power owned by individuals. Based on the research results in terms of human resources in the Tegal Harum Village Government, it can be said that it is adequate because the Tegal Harum Village Head conducts recruitment based on predetermined qualifications. So, now the arrangement of applications, innovations and work programs in Tegal Harum Village is very good, this is evidenced by its achievement in becoming a champion at the national level.

Dynamic Capability

Capability is the attitude, knowledge, skills and organizational resources deployed in structuring and executing coordinated critical tasks to achieve desired results. Dynamic capability is the ability of human resources and organizational processes to build adaptive policies (Sunder M et al., 2019). Capability is divided into three parts, namely thinking ahead, thinking again and thinking across.

Based on the research results, in terms of thinking ahead as measured by the coordination and synergy of the Village Government and the community in developing a smart village. The Tegal Harum Village Government has been active in coordinating with the BPD and the village community. BPD also actively absorbs aspirations from students. And the implementation of coordination meetings and village meetings has been broadcast on the Tegal Harum Village youtube live stream, so all communities can access it.

In terms of thinking again, which is measured based on the evaluation of work programs that lead to the development of smart villages by Tegal Harum Village. Based on the research results, it is known that the Denpasar City Village Community Empowerment Office has routinely conducted evaluations in each village in Denpasar City. The West Denpasar sub-district head also routinely conducts evaluations in Tegal Harum Village. This evaluation discusses the realization of work programs and budgets, implementation and impact in developing smart villages.

In terms of thinking across shows insight into the openness of learning experiences of new ideas and concepts. Based on the results of the research, it was found that the Tegal Harum Village Government had conducted a comparative study before winning at the national level. After studying several innovations from Dangin Puri Kangin Village, Punggul Village and Kutuh Village. Then Tegal Harum Village innovated which led to the development of a smart village.

Adaptive Policy

Adaptive policy is a general structured approach to designing dynamic plans. Based on the research results, it is known that policies regarding the development of smart concepts in detail do not yet exist in Bali Province. Even for now, the implementation of smart cities at the city level is in the stage of evaluation and preparation of phase II policies. Even at the village level, there is no specific regulation or policy on smart village development. However, the Tegal Harum Village Government always issues a decree in every innovation launched.

The Tegal Harum Village Government has led to the development of a smart village, which is shown by various innovations that have been included in the three elements of a smart village, namely smart government, smart environment and smart community. Based on the discussion above, proposition I can be prepared as follows:

"If the three aspects of dynamic governance (institutional culture, dynamic capabilities and adaptive policies) in smart village development can be implemented, then smart village development can run dynamically."

Smart Village Development Model from Dynamic Governance Perspective

In developing a smart village from the perspective of dynamic governance, Tegal Harum Village has led to the development of a smart village by implementing three dynamic governance indicators. Based on the figure, it can be concluded that in developing a smart village, Tegal Harum Village uses a vision and mission as a guideline, coordinates with the municipal government, BPD and the community, evaluates each activity, conducts comparative studies, and compiles regulations in the form of decrees in every innovation in the village.

The development of smart villages in Tegal Harum Village already exists in three smart village dimensions, namely:

Smart Government: SIPINTER, Information Service Platform, Queue Number Platform, SIRABI, SIAS, Desa Cantik, e-KTP Recording and Printing. The end of the implementation of smart government is the creation of good governance, which has four main principles, namely accountability, transparency and openness. When viewed from the three main principles of good governance, the Tegal Harum Village Government has implemented it, namely by making billboards for the use of the APBDes (Village Revenue and Expenditure Budget) as a form of accountability principle, the SIRABI application (Cost Budget Plan Preparation Application) is also a form of transparency and openness so that all fields in the village apparatus can find out the government work plan (RKP) along with the RAB (Cost Budget Plan) with each other. So that in 2023, Tegal Harum Village will receive the Transparent Village award at the national level.

Smart Environment: Covid-14 Handling, Free Wifi in Public Areas and Waste Bank. Which is certainly related to the implementation of SEA which is the obligation of the village government to ensure a clean environment for the village community as stated in Law Number 2 of 2009 concerning Environmental Protection and Management (UU PPLH). Clean Fridays and waste banks have been routinely carried out which have been stated in the Tegal Harum Village RKP in the Forestry and Environment Sub-Sector.

Smart Community: Prudes, SIPESAT, Hatinya PKK, Food Security, Desa Bersinar, Child Friendly Village, Elderly School, KB Village and Elite Recreation. Smart communities are closely related to community participation. As (Adzmy & Disyacitta, 2018) states that in an effort to succeed the community empowerment movement, the government formed institutions such as the PKK, Karang Taruna and others as a forum to encourage local communities to participate. This has been attempted by the Tegal Harum Village Government by mobilizing the PKK (Family Welfare Empowerment), the Elderly, and others. However, community participation has not been maximized in the development of smart villages. Because they are not accustomed to the culture of digitalization.

The smart village development model in Tegal Harum Village can be described in the figure below, namely:

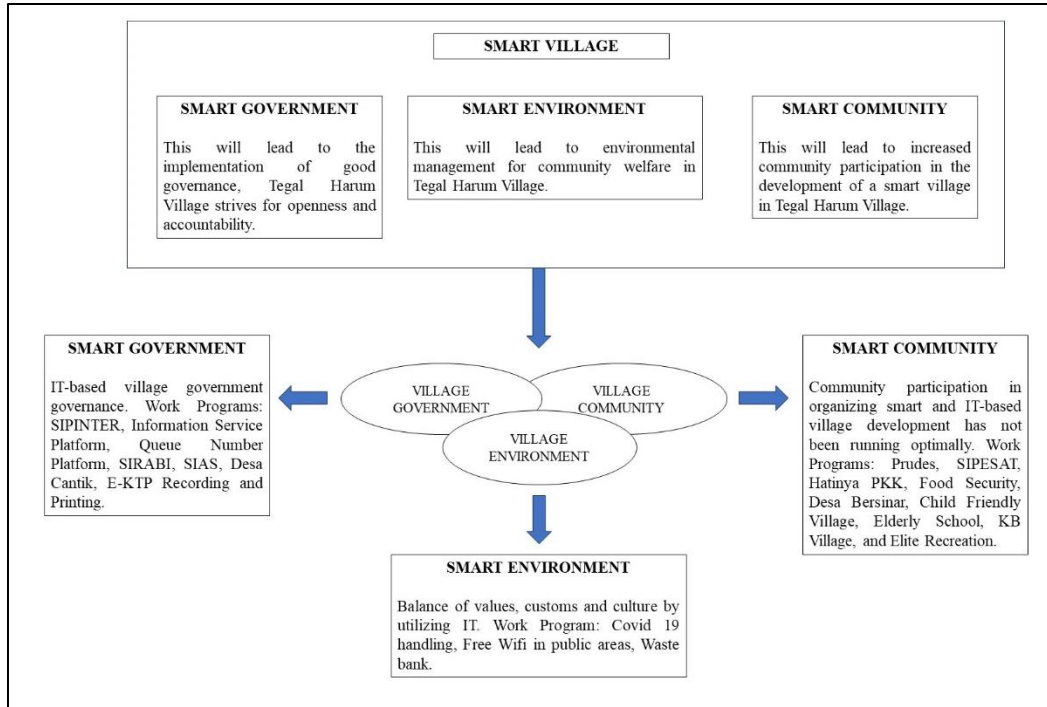


Figure 3. Smart Village Development Model in Tegal Harum Village

The development of smart villages by running this dynamic governance, Tegal Harum Village succeeded in obtaining achievements, namely as the 2nd Best Informative Village from the Bali Provincial Public Information Commission, 3rd Champion of Youth Family Development in 2022 in Bali Province, National BUMDes Award Champion in 2022, Best Posyandu Cadre Exemplary National Level in Nakes Award 2022, Best Independent Village in 2022 with IDM 0.9737, and 2nd Best in Denpasar City and 6th in Bali Province.

Thus, with these three indicators of dynamic governance, the development of smart villages in Tegal Harum Village can run and now Tegal Harum Village has won many village competitions both at the regional and national levels. Based on this, Proposition 2 can be arranged as follows:

"The smart village development model in Tegal Harum Village, West Denpasar District, Denpasar City is in line with the smart village concept, namely smart government, smart environment and smart community."

Based on the discussion of the research findings above, the following is presented simply in matrix form as follows:

Table 2. Research Matrix

| No. | Problem Formulation | Research Focus | Research Results | Proposition |
|-----|---|---|--|--|
| 1. | How is the smart village implemented in Tegal Harum Village from the perspective of dynamic governance? | Describe and analyze the development of smart villages in Tegal Harum Village by looking at aspects of dynamic governance: a. Institutional culture as basic values or guidelines b. Dynamic capabilities of human resources (thinking ahead, thinking again and thinking across) c. Adaptive policy | a. The culture of the Village Government Institution in the development of smart villages is guided by religious culture as outlined in the vision of the Tegal Harum Village Government. In terms of human resources, the Tegal Harum Government conducts open recruitment for people who are qualified. b. Dynamic Capability 1) Thinking Ahead The coordination process between the West Denpasar Sub-district Head, Denpasar City DPMD, Village Government, BPD and the village community has been going well. All work program preparation processes are based on the absorption of | Major Premise: If the three aspects of dynamic governance (institutional culture, dynamic capabilities and adaptive policies) in smart village development can be implemented, smart village development can run dynamically. Minor Premise: Three aspects of dynamic |

| | | | | |
|---|---|--|--|--|
| | | | <p>aspirations from the community to the BPD.</p> <p>2) Thinking Again The government at the city, sub-district and village levels has routinely evaluated all budgeted and implemented work programs.</p> <p>3) Thinking Across The Tegal Harum Village Government has conducted comparative studies to several villages to learn how to improve innovations that lead to smart villages.</p> <p>4) Adaptive Policy The development of the smart concept itself in Bali Province has no specific policies and regulations governing it. However, in Tegal Harum Village itself, there are policies and decrees from every innovation that leads to the development of smart villages.</p> | <p>governance have been implemented by the Tegal Harum Village Government</p> <p>Conclusion:</p> <p>Tegal Harum village has dynamically developed a smart village</p> |
| 2 | How is the smart village development model in Tegal Harum Village from the perspective of dynamic governance? | Describe the existing smart village development model in Tegal Harum Village, West Denpasar District, Denpasar City. | <p>In developing a smart village, Tegal Harum Village has implemented dynamic governance so that it has now directed its development towards a smart village. Where the three smart village elements will lead to their respective goals, namely:</p> <p>a) Smart Government will lead to the achievement of good governance, which Tegal Harum Village has made efforts, namely making billboards for the use of the APBDes as a form of accountability. Then in the preparation of the RAB, the SIRABI application is used to create transparency and openness.</p> <p>b) Smart Environment will be related to the implementation of Law No. 2/2009 on Environmental Protection and Management (UU PPLH) to guarantee community rights by running waste banks and clean Fridays.</p> <p>c) This Smart Community will be closely related to community participation in the development of smart villages, where Tegal Harum Village has made efforts to mobilize institutions such as the PKK, the elderly and others.</p> <p>d) So based on this, a smart village development model from the perspective of dynamic governance is made in accordance with the implementation in the field, precisely in Tegal Harum Village.</p> | <p>Major Premise:</p> <p>A dynamic governance model will be realized if the dynamic governance component can be implemented to develop smart villages.</p> <p>components can be implemented to develop smart village.</p> <p>Minor Premise:</p> <p>The Tegal Harum village government has implemented smart village development.</p> <p>Conclusion:</p> <p>Tegal Harum Village governance gave rise to a smart village development model from a dynamic governance perspective.</p> |

Data Validity Test

The data validity test is used to check the validity of the data in this study. The following is a data validity test obtained from several sources, methods and times:

Source triangulation: data sources in this study were conducted by means of interviews, observation and documentation. Interviews were conducted with eight informants, namely from the Denpasar City Bappeda, Denpasar City DPMD, Tegal Harum Village Government, Tegal Harum Village BPD, West Denpasar Sub-District Head and three community representatives from three hamlets with the largest population in Tegal Harum Village. With in-depth interviews with these eight informants, the results of the discussion were found to be in harmony with each other.

Triangulation of methods/techniques: data sources in this study were carried out by rechecking data with the same technical source and data with different technical sources. Based on the results of this study, data sourced from observations in the field, interviews and existing documents produce the same data, namely policies specifically related to smart concepts, both smart island, smart city and smart village, have not been regulated in Bali Province. However, indirectly the smart village concept has been running in Tegal Harum Village, West Denpasar District, Denpasar City.

Time triangulation: data sourced from the results of eight informants when researchers conducted interviews

on average in the morning - afternoon, namely the time range from 08.00 - 13.00 Wita. And this right certainly affects the results of the interview where in that time span each informant is fresh and provides clear answers when researchers conduct interviews.

CONCLUSION

Based on the research findings and discussion, regarding the development of smart villages in Tegal Harum Village, West Denpasar District, Denpasar City from the perspective of dynamic governance, it can be concluded as follows 1) The development of a smart village in Tegal Harum Village has developed and has innovated and made applications, which when viewed from three smart village elements, namely smart government: SIPINTER, Information Service Platform, Queue Number Platform, SIRABI, SIAS, Desa Cantik, Recording and Printing e-KTP, smart environment: Covid-14 handling, Free Wifi in Public Areas and Waste Bank and smart community: Prudes, SIPESAT, Hatinya PKK, Food Security, Desa Bersinar, Child Friendly Village, Elderly School, KB Village and Elite Recreation. In the development of the smart village, the Tegal Harum Village Government has implemented three aspects of dynamic governance (institutional culture, dynamic capabilities and adaptive policies) in the development of smart villages can be implemented then the development of smart villages can run dynamically. In the institutional culture, it has been guided by the Village Government's vision as a derivative of the Government's vision at the city level. The Tegal Harum Village Government has also routinely conducted coordination, evaluation and comparative studies to continue to improve the quality of public services through innovations that have been developed. Although there is no specific policy on smart villages, the concept of smart villages has developed in Tegal Harum Village. 2) The governance of Tegal Harum Village gave rise to a smart village development model from the perspective of dynamic governance. If described, each smart village element that has developed in Tegal Harum Village will lead to its respective goals. Just as smart government will lead to the implementation of good governance, Tegal Harum Village has tried to realize this through integrated digital service applications. Smart environment will lead to environmental management, in which case Tegal Harum Village has routinely conducted clean Fridays and waste banks. Smart community will lead to community participation, in which Tegal Harum Village has made many efforts to involve the community in the development of a smart village. However, there are cultural barriers where people are accustomed to doing services offline so that this also hampers the development of smart villages in Tegal Harum Village.

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