

“SABILULUNGAN” AS A LOCAL WISDOM VALUE IN THE IMPLEMENTATION OF GOVERNMENT AND DEVELOPMENT MANAGEMENT TRANSFORMATION IN BANDUNG REGENCY

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Abstract

Sabilulungan is a Sundanese local value that can be adopted in development. As a characterizing concept of development, *Sabilulungan* has its strength (leverage force), weakness, as well as supporting and inhibiting factors, all of which affect the transformation of government management in the implementation of development in Bandung Regency. Based on the results of the research, it can be concluded that the value of *Sabilulungan* in the transformation of government management has become an ideology of development. The strength and synergy that the *Sabilulungan* concept brings can bridge the differences among the stakeholders of development in Bandung Regency. The adoption of the *Sabilulungan* value in development has proven to have the potential to break the walls of arrogance, bringing all regional government apparatuses to work together on a development program without being hindered by the rigid formal bureaucracy. The *Sabilulungan* value can also bridge conflicts arising from village-level political dynamics and build the collective awareness of village people and village officials to work hand in hand to produce creative, innovative, and environmentally-aware solutions to problems related to public welfare and village development. Furthermore, the adoption of the *Sabilulungan* value can motivate village apparatuses to maintain their commitment and responsibility in achieving the common goals of development.

Keywords: Government management transformation, development, local wisdom value

INTRODUCTION

Almost no change and modernization have occurred without the massive role of the government and strong leadership as a precondition for development (Kim & Kim, 1976, pp. 1–2). As an autonomous region in West Java Province, Bandung Regency is also facing diverse development problems. According to Bandung Regent, the problems arise from the generally top-down development processes. Although participatory planning has been encouraged, its implementation is still heavily IMBUED with mere formality. Community members have yet to be fully represented and involved in development processes. Consequently, people’s aspirations are underrepresented and development results are unsatisfactory. One weakness point underlying development processes in Bandung Regency is that they still hardly reflect a sense of public collectiveness and togetherness. Aware of the situation, the Regent of Bandung is confident that the development problems in the regency can be solved more easily provided that solid synergy, cooperation, and shared responsibility between the local government, community members, and business actors have been achieved in the first place. In 2016, the Regent of Bandung introduced an initiative to adopt a local wisdom, namely *Sabilulungan* as an underlying principle of unity and togetherness in local development.

In the perspective of Bandung Regency Government, *Sabilulungan* is interpreted as an acronym that stands for *sauryunan* (harmonious), *babareng* (together), *ilubiung* (participatory), *ngaluluguan* (leading/pioneering), and *pangwanunan* (development). Development is a process of transforming a society to approach or realize the social

order desired. There are two aspects that need particular attention in a transformation process: continuity and change. The tension between the two aspects create the dynamics of social development (Subandi, 2011).

In state organization, government-people relationship is framed within political interactions, as described in theories of democracy. There are two types of democracy, namely democracy within the scope of a state and local democracy. Local democracy is concerned with the principles of autonomous authority and decentralization given by the central to a local government. As cited by Karim, Lay (2003) asserts that decentralization enables stable political proceedings and governmental administration can be achieved in a way that accommodates the power and revenue sharing, local empowerment, and recognition of and respect for local identities (Karim, 2003). It is local democracy that enables state-dominated power to shift to the sovereign hands of the people. The principles of decentralization and regional autonomy open opportunities for people to participate in the planning, implementation, and evaluation of regional development (Maripah, 2017). Decentralization offers opportunities to promote the increase of public participation in the process of decision making and management of public resources. With the introduction of regional autonomy, the top-down development planning that had for long been dominated by the government began to gradually enter public domain and different community elements and interest groups have begun to participate as motors of development (Paselle, 2013). Decentralization has proven to be a promising initial step to address local public needs. By decentralizing authority, the central government has opened a wide space for the public to voice their aspirations and participate in decision-making processes (Kumar, 2001). Participatory planning is planning which takes into account diverse interests and involves public participation in order to ensure that its goals are attained and meet public demands and needs (Abe, 2005). Defined as a set of ideas, values, and views shared by an indigenous community, local wisdom reflects the deeply-rooted, traditional good knowledge, prudence, values that are embraced and followed by the members of that community. With its function as a marker of identity, a bonding element, and a cultural component that lives in a community, local wisdom can shape a community's way of thinking and patterns of individual and group interactions within the community (Abdullah, 2010). Being the total sum of communally believed and traditionally handed-down values, local wisdom can potentially play an important role in processes of social empowerment and development.

There are misleading views about development. While approaches to development have often focused more on the perspectives of physicality, economic growth, commodities, and standards of life. In fact, actually, what should be emphasized in development is measures concerning the improvement of human values and capabilities. According to Sen, what is most important in development is the improvement of intellectual and moral capacity, the broadening of opportunities to participate, and the creation of positive impacts on community members. The creation of positive values is important in development. In social life, therefore, development is deemed positive when it is rooted in and takes into account the prevalent local values (Latif, 2020). Local wisdom, therefore, is closely related to the community in which it is prevalent. Every aspect of life in a community is shaped by the culture of that community, and development should therefore be in harmony with the community's local wisdom (Mawardi, 2012).

Transformation of government management may require changes in different long-established bureaucratic practices, behaviors, and structures. Management transformation is needed in order for an organization to be always adaptive to the environment. There are four dimensions of government management transformation. The first dimension, namely reframing, can be defined as the refashioning of an organization's philosophical values of the organization. Reframing aims to achieve mobilization, create vision, and build measurements. The second dimension, restructuring, aims to restructure organizational design. This dimension aims to construct an economic model, align physical infrastructure, and redesign work architecture. The third dimension is revitalization, which aims to achieve market focus, invent new business, and change rules through information technology. The fourth dimension is organizational renewal, which requires a reward structure to be created, and individual learning as well as the organization to be developed (Gouillart & Kelly, 1995). The success of management transformation is influenced by three factors, namely leadership, organizational culture, and communication (Kreitner & Kinicki, 2001). The type of leadership needed in this context is transformational leadership, which requires a leader to have the capability to influence his or her subordinates to perform more than they currently can (Pasolong, 2008). Transformational leadership will prove successful if a leader can build trust and set him or herself as an example and thus earn the respect of his or her subordinates. In the context transformation, organizational culture refers to the dominant values adopted in an organization, the philosophy guiding the organization's policies, and basic assumptions and beliefs prevalent in the organization. Lastly, the factor of communication supports the structure and work functions of the organization (Robbins, 2006).

RESEARCH METHOD

The research used a qualitative method to delve into and explain the factors affecting government management transformation in implementing local wisdom-based development programs in Bandung Regency. The method required close observation of the activities of a certain social group and detailed description of the processes, behavioral pattern, and activities in the group observed (Bogdan & Taylor, 1992), which were related to the transformation of government management in the implementation of development in Bandung Regency.

The research data were obtained by means of observation, interview, and FGD. In addition, data and documents collected from government archives and mass media were studied. The data analysis technique involved categorization, selection, reduction, verification, and conclusion drawing. The analysis was undertaken continuously. The validity of the data was checked by means of source, data, and method triangulation (Miles & Huberman, 1984).

RESULTS AND DISCUSSION

The idea to implement development on a basis of the concept of *Sabilulungan* as a value of local wisdom was initiated by the Regent of Bandung in 2011. Prior to that, the development in Bandung Regency had been faced with a number of problems, such as poverty, poor competitiveness of featured agricultural and tourism products, unstable food security and independence, and environmental pollution. To address these issues, the Regent of Bandung adopted a vision and a set of development priorities, which were expressed in the RPJMD (Regional Medium-Term Development Plan) for the 2016-2021 period. The plan is framed within a vision to reinforce regional development toward advanced, self-sufficient, and competitive Bandung Regency. The vision is to be achieved through good governance, synergy in village-based development, implementation of religious values, adoption of local wisdom, and environment-oriented development. Two of the programs to achieve the above development vision are the Raksa Desa and Kampung Saber programs, which are the Regency's featured programs. The two programs are integrated despite their management under different regional bodies. Whereas the Raksa Desa program is run by the Community and Village Empowerment Agency (DPMDesa), the Kampung Saber is within the leading sector of Bandung Regency Environment Agency (DLH).

Raksa Desa is an acronym that stands for Rumah (House) Air (Water), Kakus (Lavatory), Sampah (Waste), and Alam Sekitar (Environment). Kampung Saber is a program that aims to reinforce the environment-oriented development executed under the Raksa Desa program. Kampung Saber is concerned with waste and environmental management. The implementation of the two programs reflect the effort to transform Bandung Regency government. The implementation process involves diverse development actors including the local government, village administration, the local community to transform and adopts certain religious and cultural values.

The reframing dimension of government management in the regency is achieved through the adoption as *Sabilulungan* as an underlying mindset of the local development. The policy to adopt the *Sabilulungan* value reflects the idea to revitalize local Sundanese culture, which is characterized, among others, by the spirit of communal collaboration in the life of every community member and development stake holder in Bandung Regency.

Furthermore, the *Sabilulungan* value is also adopted as a work principle of all Bandung Regency government apparatuses. The value is reflected in the effort to strengthen local governance and the synergy among all local government work units. The adoption of the *Sabilulungan* value is reflected in the increase of self-initiated and collaborative efforts among village people. In implementing the achieving mobilization aspect of the reframing dimension, the Regent of Bandung has appointed several senior officials (heads of agencies) to disseminate the *Sabilulungan* value to all regional government personnel in order to foster their sense of responsibility, motivation, and commitment to development. Senior officials are also required to set an example to community members in all activities related to development, community empowerment, and environmental preservation. *Sabilulungan* is understood as being constituted from several sub-values, namely *sarendeun*, *saigel*, *sabobot*, *sapihanean*, *rempug jukung sauyunanm rampag gawe babarengan*. Altogether, these adjectives are commonly used to describe the communal spirit of *gotong royong* (communal collaboration), which has for long characterized the communal life of the Sundanese people. The Regent of Bandung has underlined the importance for all heads of OPD (Regional Bureaucratic Organizations) to internalize *Sabilulungan* and its sub-values in all the development programs that are implemented as the realization of the Regency's development vision and missions.

The overall concept of *Sabilulungan* in village development must be understood not only by the personnel and officials of Bandung Regency government and bureaucratic organizations, but also by village administrators and all Bandung Regency people. According to Nagrog Village Representative Body):

The concept of *Sabilulungan* is a social capital value which can stimulate innovations at village level. *Sabilulungan* is essentially a concept that embodies unity, synchronicity in development. The concept is also commonly understood as an attitude and action characterized by collaborative togetherness in doing everything, including regional development. It is a principle of communal collaboration and helping one another. Think of the broomstick metaphor of unity, or compare it to the human body; each stick and each body part complement one another and work together. Based on the above interview, DPM Desa (Village Community Empowerment Agency) and DLH (Environment Agency) leaders must understand that the *Sabilulungan* value, which the Regent of Bandung has introduced in the 2010-2021 development plan, has a wider meaning. It is a value grounded on the spirit of collaboration, togetherness, and harmony in achieving common goals. *Sabilulungan* should become a personal trait of all government personnel and community members. Furthermore, all the stakeholders of development in Bandung Regency must share a commitment to consistent manifestation of the value in all development programs. Consistent embodiment of the spirit of *Sabilulungan* will stimulate the creation of innovations in regional development.

It is the adoption of the *Sabilulungan* value that makes the development programs in Bandung Regency different from the national Bantuan Dana Desa (Village Fund) Program introduced by Indonesian president Jokowi. The national Village Fund program is based on charity. Village people receive funds in return of their participation in village development. In the Raksa Desa Program, the Bandung Regency government only distributes development stimuli. For the rest, village people are encouraged to take self-initiated actions and work together to develop their village. The initiative is manifested, for example, in the obligation of the village people and the village administration to allocate at least 10% of the development stimulus fund received for self-initiated development program fund.

Similarly, under the Kampung Saber program, villages receive funding assistance for only three years from the Bandung Regency Government. After that, the both village people and administrators must work together to self-finance village development. The activities undertaken within the scope of the Kampung Saber program include the following: Gerakan Satapok (*Sabilulungan* Favorite Plants Cultivation), LCO (Smart Organic Waste Disposal Hole), RW Zero Waste, and Waste Bank. The idea behind the policy to distribute only stimulus funds is to build among community members a mentality that share development responsibilities. The stimulus funds are considered sufficient for it is possible for Village Administrations to self-finance their own development programs for the improvement of their community members' life. Generally, villages throughout the country receive a significant amount of fund (2 billion rupiah per year) from the central government in the forms of central and provincial Village Fund and the fund allocated from Bandung Regency budget. The two programs embody Bandung Regency's strategy to provide a corridor through which villages can utilize the funds productively for their development and the improvement of their people's welfare.

In order for the programs to run well, senior officials are also required to have the ability to communicate the programs effectively in respectful ways using the various channels and facilities available. Information about the programs are disseminated by heads of the Community and Village Empowerment and Environmental Agencies. Relevant Regent Regulations are communicated hierarchically and continuously from Village Administration level to the Village Community Empowerment Institution (LPMD), and finally to village people. To endure that the information is well received at community level, the programs are explained during *pengajian* (Quranic study group) and *posyandu* (integrated child and maternal health service post) activities. Description about the importance of socio-religious deeds, communal work, and helping each other as manifestations of the *Sabilulungan* value is also given during dissemination processes.

Another aspect of the reframing dimension is "creating vision", based on which Bandung Regency Government's development vision and priorities are drawn to meet public needs. The implementation of the *Sabilulungan* Raksa Desa and Kampung Saber programs reflects the aspirations of the Regency's community members. According to a senior DPMDesa (Community and Village Empowerment Agency) official, in the *Sabilulungan* Raksa Desa Program, both the village administration and villagers have the liberty to opt the development programs relevant to their village. As described earlier, the acronym Raksa Desa stands for *rumah, air, kakus, sampah, and alam sekitar* (house, water, lavatory, waste, and environment) and village people can arrange these five areas in the priority order of their respective village.

Similarly, in the Kampung Saber Program, the recipient community is required to identify the problems, potentials, priorities, and needs based on which to determine their development and environmental initiatives. The flexibility that the recipient villages and communities have in setting their own development priorities prevent them from feeling burdened or forced by the obligation to run development programs and at the same time gives them a sense of ownership in running their programs. The role of the agencies involved is limited to distributing funds and facilitating smooth implementation of development programs and activities. With such a flexibility, development program consistency and continuity are better ensured. With their prerogative to customize development programs, recipient

villages and communities have some room to create their own local village programs. In such a way, development programs are motivated not only by village revenue orientation but also by a common goal to give social contribution for the improvement of social welfare.

The success of government transformation in development is also determined by the ‘building the measurement system’ dimension, which concerns the ability of the leaders of the leading sector agencies to formulate measurements, aims, and targets to achieve. Based on the measurements, aims, and targets, these leading sector leaders design a set of action plans and build the required supporting connectivity/networks that would enable development actors to focus on the operational activities and achieve the desired goals. The targets of the Raksa Desa Program have been set as follows: healthy and livable housing (97%), well-maintained, available, and hygiene water source (78.57 %), clean and usable lavatories (73.42%), cost-effective waste management (61%), and well-preserved natural environment (53%). As for the Kampung Saber program, the targets, aims, and success indicators are listed below.

- A Government Regulation concerning the environment has been formulated
- Environmental management infrastructure and facilities have been developed
- Waste has been managed using the 3R principle
- An action plan document has been finalized
- Self-initiated action and routine communal collaboration have become a habit in the community
- Environmental cadre has been created to initiate environmental activities
- Environmental campaign has been embedded into all village activities
- Greening programs (KRPL (Sustainable Food House Area) and Critical Land Conservation) have been implemented
- An energy-saving and natural resource efficient behavior has been developed
- Partnership has been strengthened
- More model village locations have been developed.

With aims and targets already set, it will be easier for agencies concerned to focus on achieving them. While DPMDesa focuses on the use of the development stimulus fund, the Environmental Agency focuses on environmental control. Successful village development and improvement of village people’s welfare correlate with the extent to which the above aims and targets have been achieved.

The next dimension of government management transformation is restructuring, which includes redefining of organizational framework, encouraging individuals to exceed standards, stimulating individual initiative and engagement, estimating activity cost for each process, refashioning learning process outcomes, and formulating operational and network strategies to achieve aims and targets. The implementation of the Sabilulungan Raksa Desa and Kampung Saber programs must support the five development corridors, namely Improvement of Human Resources Quality, strengthening of village infrastructure, improvement of village economic competitiveness, improvement of food security, and improvement of environmental quality. To improve village development, the Regent of West Bandung has decided to encourage DPMDESA to increase the number of progressive and self-sufficient villages during the 2011-2021 period. In 2019, there have been 56 progressive and self-sufficient villages, the most in West Java Province.

Management of critical land is also a concern of the regent and therefore is incorporated into the village development program. The integration of critical land management into development programs also has a lot to do with the empirical fact that more and more land area in Bandung Regency are in a critical state due to massive land grabbing, domestic waste pollution, and animal farming, agricultural, and industrial activities, which can potentially lead to widely detrimental environmental damage and hazards. Environmental damage is also caused by the effect of the urban and metropolitan lifestyle that more and more people follow. Unfortunately, the increasing trend is also accompanied by a money-oriented and environment-unfriendly behavior. It was this growing concern toward the environment that the Regent of Bandung began to emphasize the need to mainstream environmental issues in development programs. According to the present Regent, talking about the environment means talking about people’s culture and behavior. Environmental management must be conducted continuously, using an ecosystem approach and involving all stakeholders. Public participation, of which potentials can be optimized using an individual-based approach, is also a crucial factor that can contribute to the success of environmental management.

To address the environmental problems in Bandung Regency, the current Bandung Regent has set several targets that the DLH (Environmental Agency) must achieve through the Sabilulungan Raksa Desa and Kampung Saber Programs. Reduction of critical land area, reduction of Citarum River pollution, intensifying individual and domestic waste management. To achieve these targets, Bandung Regent, together with DLH and other regional government organizations have developed the following operational strategies:

1. Formulating regulations concerning village development and the environment;
2. Promoting village regulations and action plans. Since the Sabilungan Raksa Desa and Kampung Saber programs were launched, 198 village regulations and 120 documents of regional action plans have been issued.
3. Intensifying education and dissemination of information to village administrators and communities through training, technical guidance, and village consultative forums.

As a manifestation of the *Sabilungan* principle, the two programs are not fully funded by Bandung Regency Government. Villages must set aside a portion of their budgets and communities can participate with their energy and mind as well as in partial funding of the programs. Similar forms of participation are also expected from other organizations besides Bandung Regency government, and from private organizations. The Sabilungan Rasa Desa and Kampung Saber fundings are given only as stimulants. In the Sabilungan Raksa Desa, a village receives 50 million rupiah. To make up for the deficiency, community members are encouraged to collect at least 10% of the stimulus fund. Since 2011, a total of 13.5 billion rupiah per year has been distributed to 270 villages as Raksa Desa Program stimulus funds. Public participation varies among villages, depending on the economic condition of the community members. In 2018, about 52% of the total number of villages in Bandung Regency were able to collect public funds above 10% of the stimulus fund. The total self-initiated funding collected in 2018 was 1,568,286,000 rupiah. The success of the Sabilungan Raksa Desa inspired Bandung Regency Government to increase the stimulus fund for 2020 from 50 million to 63.5 million rupiah per village.

As for the Kampung Saber program, funding is also given as a stimulus. The amount is 40 million/year. In addition to the stimulus, guidance and facilitation are also given for three years to villages running the Kampung Saber program. After three years, the Regency Governance will no longer provide any guidance and facilitation, and the village administrations and communities will take over and self-finance the program. Nagrog Village in Cicalengka was the first village to run the Kampung Saber successfully. The success led the village to not only win the national village competition in 2018, but also to its status as a model village for other regencies in Indonesia. The Nagrog Village has launched several environmental initiatives including the *Pohon Pernikahan* (Wedding Tree), *Pohon Kelahiran* (Birth Tree), and *Pohon Kesadaran* (Awareness Tree) programs. The programs required the village people to plant a tree when someone gets married, a baby is born, or when a villager has violated the environment. The number of Saber villages increases every year. In 2017, only 10 villages ran the Kampung Saber program. The number increased to 20 in 2018 and 40 in 2019.

Initially, the idea to couple regional budget funding with the self-generated fund of each recipient village was met with resistance from heads of villages, who refused to set aside some of their village funds despite its intended allocation for the development of their villages. The situation ensued from the sectoral ego between village administrations and the regency government. Village officials were of the opinion that all the programs derived from an agency should be under the responsibility of that agency (regency government). This reflected the lack of understanding among village officials about the principle of unity in development. Such sectoral ego in regional development was finally resolved through the intervention of the leadership at a higher level, namely the Regent and Head of Agency), who then began to educate the village leadership concerning their role and responsibility in improving village development and people's welfare. The success of the regional leadership in improving the awareness of village officials again prove that the cultural and local wisdom values contained in the *Sabilungan* principle can be revitalized as a new 'ideology' underlying self-funded development. According to the Head of Bandung Regency Environmental Agency, the Regent's strong commitment to intensifying development is reflected in the issuance of Bandung Regent Instruction Number 1 Year 2018 concerning Village Development Synergy, of which spirit is to strengthen inter-agency collaboration. The strategic issues that concern the Regional Government Organizations involved are sanitation, conservation, waste management, and poverty handling.

In the restructuring dimension, the operational strategies cannot be adopted effectively without collaboration with the stakeholders and other development actors. Aware of this, the current Regent of Bandung has decided that more public participation is needed, particularly in addressing waste problems. In almost every occasion, the Regent always reminds his audience about the importance of collaboration. There is nothing exclusive in every program. The increasing public awareness is reflected in the stronger support shown by more village officials. Raksa Desa dan Kampung Saber have now become cross-sectoral programs that engage the Housing, Settlement, and Park Agency (Disperkimtam), Health Agency, Social Agency, and Regional Planning Board.

Inter-agency synergy is shown among others by the involvement of Disperkimtam in the improvement of housing, water, and sanitary facilities. The Health Agency plays a role in providing guidance regarding health standards for constructing housing, water, lavatorial, and other sanitary facilities. The Social Agency takes part by assessing housing condition as an indicator of the success of poverty handling programs, and DLH (Environmental Agency) participates by addressing waste and environmental issues through the Kampung Saber program. Bappeda (Regional Planning

Board) enters the scene by assessing the success of the program based on the level of self-initiated action and public participation achieved. At the operational level, the physical implementation of the Raksa Desa and Kampung Saber programs are conducted by TPKD (Village Development Implementation Team), which consists of village administrators and community members. The government of Bandung Regency assigns a facilitator to assist TPKD in running the two programs. The scheme of inter-sectoral collaboration in the implementation of the Raksa Desa and Kampung Saber programs is illustrated below.

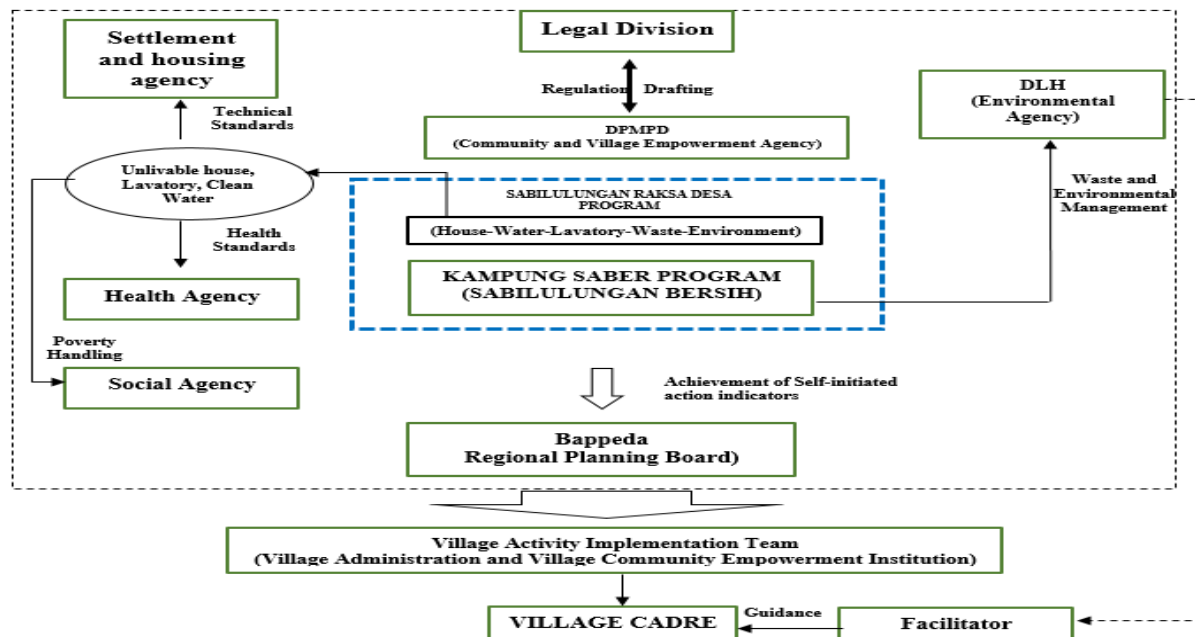


Figure 1. OPD (Regional Bureaucratic Organization) in Sabilulungan Raksa Desa and Kampung Saber Programs

Collaboration is most advantageous particularly in the handling of environmental issues, where the authority of an organization overlaps with those of others. The following illustration is taken from the handling of critical land and upstream to downstream pollution of Citarum River. Based on Bandung Regency 2015-2020 RP-RHL (Forest and Land Rehabilitation Management Plan), there is 24,542.5 hectares of critical land. The land had been exploited without proper conservation measures, which resulted in detrimental impacts on the surrounding communities. In the midstream and downstream area, the authority of the Bandung Regency government intersected with those of PUPR (Public Works and Public Housing) Ministry's BBWS (River Basin Center), West Java PSDA (Water Resource Management Agency), and Perum Jasa Tirta (a state-owned enterprise). Overlap between different authorities often occur even in the same area of work. To cope with such a situation, Bandung Regency Government have tried to approach the institutions concerned and invite them to collaborate under the spirit of *Sabilulungan*. The networking strategy adopted in the effort to mitigate the critical land and water pollution in Citarum River basin is to sign an MoU with the institution having the authority over the area. Bandung Regency government acts as a facilitator by inviting the surrounding communities and other stakeholders to plant trees in the area—two trees per person. One must plant a tree on his/her wedding. Similarly, a family must also plant a tree when a child is born. In addition to the Wedding Tree and Birth Tree programs, the Awareness Tree program is intended for individuals or community groups wishing to participate in the preservation of their environment. To keep the trees alive, the program requires a donation of 25 thousand rupiah per tree to be given to the local community. In that way, the downstream people no longer need to cut trees. All they need is to preserve the forest while utilizing rationally the available resources. Not only has this networking strategy proven to be an efficient innovative solution to environmental problems, but it also has brought a lot of advantages to the environment and community life. The government of Bandung Regency no longer has to allocate any budget to green the critical area. Reforestation funds are collected from individuals, communities, and groups.

The third dimension of government management transformation is revitalization. Revitalization is achieved by improving organizational services based on their benefits for people, appreciating innovative experiments to create

new businesses, and utilizing technology to improve local public service efficiency, promoting technology-based integration of business processes, promoting technology-supported innovations and initiating technological development to improve business networks.

In the Sabilungan Raksa Desa program, government of Bandung Regency developed new activities, namely KRPL (Sustainable Food House Area), Waste Bank BUMDes (village-owned enterprise). The KRPL program is widely accepted in Bandung Regency because it helps families to improve not only their food security and nutrition but also their income. People are interested in the program because it needs only a small area of land in the yard. KRPL offers high economic values because crops can be sold to other people, vegetable vendors, supermarkets, or just be consumed to meet own needs for hydroponic vegetables.

Another activity that has been added is waste recycling program, which adopts the 3R principle. Plastic wastes are recycled into paving blocks. The product is produced by Bank Sampah Mitra Mandiri (literally Self-initiated Partnership Waste Bank) under the guidance of Bandung Regency Environmental Agency. The activity is part of the effort of Bandung Regency Government to reduce the large volumes of plastic wastes produced by the communities living in Citarum River basin area. The idea is to process wastes and turn them into economically valuable products for the economic benefits and welfare of the local communities.

The next development activity is to enhance the Satapok (tree planting) program, which was initially integrated into the Kampung Saber program. Through collaborative work with other institutions, more trees have been planted to mitigate the existing critical land. Initially aimed at conserving the environment, the Satapok program now also has an additional aim, i.e. to green critical land and adopt religious and welfare values in the process. To prevent rivers, particularly Citarum River, from being further polluted by industrial and animal farm wastes, the Bandung Regency government has developed collaborative work with local communities and animal farmers to build communal cowsheds and initiate a movement called Guard Your Village movement. Building communal animal sheds is an effort to integrate cattle farm wastes management, compost production, and vermiculture. These activities further developed into an innovative program called NGOPIKANCING (shortened from *Ngolah Kotoran Sapi jadi Kascing dan Cacing*, which literally means Processing Cattle Waste into Vermicompost and other Vermiproductions). The Communal Cowshed activity is run under a collaboration with Bandung Regency Agricultural Agency. These environmental control and pollution monitoring activities are undertaken with the philosophical spirit of *Jaga Kampung Jaga Lembur* (Guard Your Village).

The dimension of revitalization in village development is based on the existing local wisdom. The Regency Government (through the Regency Environmental Agency) develops villages, empower communities, and conserve the environment by encouraging innovative activities and creating economic values. The waste management and environmental conservation activities that are undertaken have also contributed to the increase of people's income and welfare.

In the revitalization dimension, government transformation in development, particularly in the area of environmental conservation, is also supported by the use of technology. Technology is used in every line of public service in order to improve local efficiency, strengthen technology-based internal business processes. In conserving the environment, Bandung Regency Government uses simple, intermediate, appropriate, and high IT. Application of technology contributes significantly to the success and efficiency of government management transformation in development. Technology is also useful in waste management activities (LCO, Communal Cowshed, Waste Bank). Waste volume has significantly reduced with the help of technology. Based on the data from Bandung Regency Environmental Agency, even by using only simple and intermediate technology, the current waste management system has significantly resulted in the reduction of 7,329 tons of waste.

With a wider access provided by the information technology, the public can now file complaints about environmental pollution more effectively for the industry is now monitored by two parties, i.e. the local government and the public. Since the Pollution Control Report and Environmental Law Enforcement application was launched, 161 complaints have been filed, 207 warnings issued, 123 administrative sanctions given, 20 criminal cases and 2 civil cases reported, 205 bypass points closed, 46 business waste disposal facilities closed, and 60 companies required to revitalize their WWTP (Wastewater Treatment Plants).

In the RENEWAL dimension, senior officials are required to revitalize government management, village development, community empowerment, and environmental management by adopting a reward system for subordinates who have successfully run a program, are committed to achieving individual programs, and have created a global learning atmosphere that enables individuals as well as their organization to remain adaptive and progressive in enhancing networking and maximizing opportunities toward better institutional public trustworthiness.

Stakeholders' commitment to village development, community empowerment, and environmental preservation has led some villages to win awards in high-achieving village competitions at the regency, provincial,

and national levels. In 2018, for example, an award was given to Nagrog Village and in 2019 to Cibeureum Village. Prizes included facility and infrastructure improvement aids which could be used to improve village administration performance. The status of IDM was awarded by the Provincial Government through the Community and Village Empowerment Agency to self-sufficient villages. Awards are given to high-achieving villages in order to motivate other villages to achieve more and increase their human resources for a better future.

In 2019, West Java Province, through the Regent of Bandung presented the ecovillage award, which is given as a token of appreciation for excellent work in the area of environment. The award was given following the success of promoting collaborative self-initiated work between the Regency Government, village personnel, and village people to handle waste problems under the Kampung Saber Program. In the same year, six villages in Bandung Regency received awards from the Indonesian Ministry of Environment and Forestry under the ProKlim (Climate Village) category. The six awardees were Hamlet 1 in Cibodas Village, Hamlet 2 in Sukamaju Village, RW (Community Association) 8 in Bandarsari Village, RW 5 in Nagrog Village, RW 21 in Ciwidey Village, and RW 15 in Lebakmuncang Village. The awards were given to community units for involving community members and other stakeholders in managing the environment to anticipate the impacts of climate change.

In the **Renewal** dimension, the effort to transform government management requires individuals to have the commitment to self-development and self-learning. All individuals and organizations concerned must continue to progress and adapt, strengthen collaborative networks, optimize opportunities, and build public trust. These importance of these two aspects are felt most important in the area of environmental management. By learning from past weaknesses and observing the growing environment-unfriendly dynamics of urban lifestyle, the government of Bandung Regency continues to think of more effective and widely accepted environmental management methods.

One of the new ways that the government of Bandung Regency chooses to manage waste and the environment is to brand programs that can attract wide public attention. For the current Regent, waste is not a source of problem but an environmental resource, an organic resource, and an energy resource, hence the tagline “love waste for waste loves us”. To talk about love is to talk about heart. [That is why there is a heart sticker on trash bins and garbage trucks have been painted pink.](#) Similarly, a group of street sweepers is called a pink troop because of the pink uniform they wear. Such branding aims to inform and educate people and change their mindset into thinking that everyone is a source of waste and environmental problems, but everyone can be a solver if only they do what they must do.

The government of Bandung Regency has also set up Badiga groups whose members are recruited from environmental activists or members of environmental groups. Badiga, which can mean a serve or a guard, has a responsibility to awaken the *jaga kampung jaga lembur* (‘guard your village’) spirit. Badiga groups are needed due to the lack of monitoring over environmental pollution by the local communities. It is a widely known fact that industries are good at maintaining an emotional relation with communities. They do this by, for example, frequently giving presents to community members and village administrations, which may include clean water facilities and eid day gifts. The gifts that the local people receive have made them more tolerant toward the environmental pollution that the industries cause. Badiga troops are there to kindle the spirit of togetherness among village people in such a way that every villager would eventually be willing to work together to protect their environment. The Regency government does not have the sufficient manpower to monitor the environment and badigas can help the government to perform this function. In addition, badigas can help nurture a harmonious relation between communities and their local government. Another new way to address environmental problems is to recruit environmental activists as influencers. Community members have now become too permissive toward environmental violations committed by the local industries. Badigas can play the role as community educators who can persuade people to work together for their environment. Badigas are the Regency government’s partners in monitoring environmental damage and pollution. Every year Bandung Regency government holds an environmental jamboree to appreciate the crucial contribution of the badge troops and at the same time promote the role of these environmental activities to inspire other community members. The *Sabilulungan* value adopted the transformation of government management serves as a development “ideology” because it reflects the philosophy on which community members’ collective character is built. The *Sabilulungan* philosophy is a social capital needed to build the synergy between the local government and its people. *Sabilulungan* has the potential to bridge differences among all development stakeholders in Bandung Regency. It can break the walls of arrogance among different local authorities. Under the spirit of *Sabilulungan*, higher and lower authorities can support one another without formal bureaucratic rigidity. The application of local wisdom values reinforces the implementation of good governance by involving the government, civil society organizations and citizens to participate in overcoming difficulties and achieving development goals. Of course, this cooperation requires trust between public and private actors to work together by involving rational discussion, persuasion and coordination (Kwon, 2010, pp. 88–89). The *Sabilulungan* value has been able to raise people’s collective awareness to participate in making their villages more creative, innovative, and environment oriented.

CONCLUSION

Sabilulungan is used as the motto of development in Bandung Regency. The series of success that has been attained is attributable to the strength radiating from the spirit of *Sabilulungan*, which has become a unique characteristic of the Regency. The programs run by the Regency Government is based on a set of cultural and local wisdom values. The adoption of the *Sabilulungan* concept has given birth to a number of featured development programs in the Regency and brought significant positive impacts and solutions to local development problems.

The *Sabilulungan* principle has its root in the local Sundanese culture, which explains its wide acceptability among the communities. However, since Bandung Regency government administers a very huge area, it is often difficult to monitor and activate people's participation in development. Unfortunately, modern urban life, with all its culture of materialism and consumerism, has penetrated into the lives of village communities, resulting in the weakening of the traditional and cultural values that have since long become a social capital for development. In view of the situation, revitalization of the local wisdom through the promotion of the *Sabilulungan* value requires a strong leadership that can motivate people to work hard and achieve common goals. Another crucial factor that needs to be in place is the availability of a set of regulations as a legal basis for local leaders and bureaucrats to implement their duties and responsibilities. Lastly, the strong commitment of the regency leadership to provide all the budget, infrastructure, and facilities needed is also important to ensure the smooth implementation of local development programs.

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