PROGRAM DESA CERDAS: TANTANGAN IMPLEMENTASI DI ERA DIGITALISASI

SMART VILLAGE PROGRAM: CHALLENGES OF IMPLEMENTATION IN DIGITALIZATION ERA

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(Received: 04-01-2024; Reviewed: 08-01-2024; Approved: 21-03-2024)

ABSTRACT

The government targets 3000 villages to be included in the smart village program in 2024. Smart villages can support the management of existing resources and potential. Nakau village is one of villages implementing the smart village program. The village has characteristics of diverse community and different cultures, so that the implementation model must be different. Therefore, identifying factors that support the smart village program is essential. This research aims to identify the factors that influence the implementation of smart village program in Nakau village. Goggin's theory is a tool for observing the five elements, namely the series of decisions, the content of decisions and the form of decisions, constraints at the regional level, regional decisions and capacity, and feedback. This is a qualitative descriptive study; the analysis unit consists of all stakeholders involved in this program, including the village's officers, the community, digital ambassadors and cadres, the government, and other parties. Informants are drawn by purposive sampling. Data are collected by observation, documentation studies, and interviews. Data are interactively analyzed. The smart village program in Nakau village has been implemented. Several activities are already underway. However, a process is needed for the program to be perfectly implemented. The factors that influence the implementation of the smart village program in Nakau village are related to the problem of time and budget. For the program, it is a relatively new implementation, so that the stakeholders need time to implement the program and the implementation budget disbursement.

Keywords: Digitalization, Program Implementation, Smart Village

ABSTRAK

Pemerintah menargetkan 3000 desa masuk dalam program desa cerdas di tahun 2024. Hadirnya desa cerdas dapat mendukung pengelolaan sumber daya dan potensi desa yang sudah ada. Desa Nakau adalah salah satu desa yang menjalankan program desa cerdas. Desa ini memiliki karakteristik masyarakat majemuk dan kultur yang berbeda, sehingga model implementasinya pun berbeda. Oleh sebab itu, identifikasi terhadap faktor-faktor yang mendukung program desa cerdas menjadi penting. Penelitian ini bertujuan untuk mengidentifikasi faktor-faktor yang mempengaruhi implementasi program desa cerdas di Desa Nakau. Teori Goggin menjadi alat dalam mengamati lima unsur, yaitu rangkaian keputusan, isi keputusan dan bentuk keputusan, kendala pada level daerah, keputusan-keputusan daerah dan kapasitas daerah, serta umpan balik. Metode deskriptif kualitatif digunakan dalam penelitian ini, dengan unit analisis seluruh *stakeholder* yang terlibat dalam program desa cerdas, mulai dari perangkat desa, masyarakat, pelaku UMKM, duta dan kader digital, pemerintah dan pihak lainnya. Informan diambil secara *purposive sampling*. Data dikumpulkan melalui observasi, studi dokumentasi, dan wawancara. Data dianalisis dengan cara interaktif. Program desa cerdas di Desa Nakau sudah diimplementasikan. Beberapa kegiatan sudah berjalan, namun membutuhkan proses untuk dapat terealisasi dengan sempurna. Faktor-faktor yang mempengaruhi implementasi program desa cerdas di Desa Nakau di antaranya berhubungan dengan waktu pelaksanaan yang terhitung relatif baru dan belum turunnya anggaran pelaksanaan program.

Kata Kunci: Desa Cerdas, Digitalisasi, Implementasi Program

Putri, A., Rahayu, D., & Dwisnu, E. (2024). Smart Village Program: Challenges of Implementation in Digitalization Era. *Jurnal Governansi,* 10(1), 41-54.

INTRODUCTION

Village or rural development is the government's emphasis on post-regional autonomy, which, according to Andari and Ella (Andari & Ella, 2019), seeks to overcome several strategic problems that exist in rural areas, starting from (1) the level of welfare and quality of life of the community which is relatively low, (2) obstacles to meeting the needs for physical and non-physical facilities and infrastructure, as well as (3) the helplessness of the community.

The Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Kemendes PDTT) adopted the Smart Village concept, which is based on Law Number 6 of 2014 concerning Villages and Village Ministerial Regulation Number 7 of 2021 concerning Priority Use of Village Funds in 2022. This policy contains a mapping of potential resources and management of information and communication technology as an effort to expand partnerships for village development. Changes in village funding policies have influenced various other policies (Pranata et al., 2023).

The smart village concept seeks to prepare villages in Indonesia for the future through digitalization because current development must recognize technological developments (Kasinathan et al., 2022) (Bosworth et al., 2023). The Smart Village Program targets achieving 3000 smart villages by 2024. The Minister of PDTT villages, Abdul Halim Iskandar, defines Smart Villages as villages that can improve their people's welfare and quality of life through technology in various aspects of village development without ignoring the village's potential and uniqueness (Herdiana, 2019).

It is said that the development of smart villages is faced with local values, traditions, and culture in the village, and these localities must be accommodated, maintained, and developed based on the use of information technology, which is in line with improving the quality of life of the community and village progress.

The implementation of the smart village program outside Java cannot be compared with those in Java island because of the differences in competitive advantages and diverse community cultures, especially in the current era of regional autonomy, which allows program implementation to take into account the potential and capabilities of each different village (Andari & Ella, 2019). This also includes differences in ethnic groups and infrastructure gaps (Kapoor et al., 2021). Therefore, implementing the smart village program cannot be one size fits all, but the strategy must adapt to each village's capabilities and competitive advantages (Andari & Ella, 2019). Weaknesses in implementing different programs in Indonesia have led to consistent achievements (Herdiana, 2019).

Moreover, not all villages are included in the Smart Village program, as in Central Bengkulu Regency, with 143 villages and ten sub-districts (Central Statistics Agency, 2018); only 25 villages are ready to launch the socialization of smart villages. 15 25 villages already have official websites, blogs, and social media accounts such as Instagram, Facebook, and WhatsApp. One of these villages is Nakau. The Developing Village Index (IDM) of Nakau village, which is advanced and has active MSMEs, is one of the reasons this village is included in the implementation of Smart Villages. However, the different community cultures of various pilot villages in Java are challenging.

The Center for Decentralization and Regional Autonomy Studies reports that several pilot villages have advantages that can make the smart village program a success, such as Panggungharjo Village (Bantul-DIY) which has superior leaders and can mobilize the community to be participatory, Melung and Dermaji Villages (Banyumas-Central Java) with its friendly

culture, as well as Ketapang Village (Banyuwangi-East Java). These three villages have been able to develop their smart village models, which have implications for improving the welfare of their communities (Center for the Study of Decentralization and Regional Autonomy, State Administrative Institute, 2019). There are also research results related to smart villages, such as those conducted by (Muazir et al., 2020), who examined the readiness of border villages regarding the smart village program, while Nakau village, which was the locus of observation, was the city's outskirts. The residents did not come from the same ethnic group but a compound. Village conditions that are different from the pilot villages are a challenge in implementation. Therefore, researchers observed how the Smart Village program was implemented and the factors that influenced it.

MATERIALS AND METHODS

Policy implementation can be interpreted as translating policies into concrete actions through many activities and interactions between/among relevant actors. It usually consists of some stages, such as planning, organizing, implementing, and evaluating policies (Weible & Sabatier, 2018). Meanwhile, other experts argue and state that policy implementation is a process to realize policies that have been taken and implemented (Dunn, 2003). So, policy requires definite steps in order to achieve the desired goals.

Some different perspectives on policy implementation are Top Down, Bottom Up, and Hybrid (Hill & Hupe, 2002). Researchers use the hybrid or synthetic model policy implementation perspective from several existing policy implementation perspectives as a theoretical reference for this research. A synthesis approach is used to understand implementation processes more realistically. The researcher chose to use the communication theory from Goggin et al. because this theory supports research on how to implement the smart village program policy issued by the government.

The communication model from Goggin et al. uses a systems model to analyze how stimulation and constraints at the national, regional, and local levels influence implementation behavior with several elements (Aslinda, 2023). Goggin et al.'s model consists of 4 components related to the implementation of a policy, namely:

1. Implementation means a process where a series of decisions and actions are taken to achieve a specified mandate. Implementation in the regions can also be seen from two points of view: output and outcomes. Output is about the goals that can be achieved, while outcomes refer to changes in the social problems that the program aims to solve.
2. Content of the decision and form of the decision
3. Program implementers include public officials, interest groups, and implementing organizations.
4. Regional decisions and regional capacity
5. Feedback.

Internal factors in implementing smart villages can include human resource capabilities in the village, such as technological capabilities and management skills. External factors consider support from local governments and surrounding communities.

Smart villages are a development program that encourages villages to be empowered by transforming using technology in inclusive development (Rahayu, Supawanhar, et al., 2023). A smart village is a village that uses perfect technical facilities to develop its potential, improve the economy, and create comfort for people's lives in all aspects. The concept of smart village development not only focuses

on applying advanced technology in villages but also refers to making village conditions better and more prosperous by maximally managing village resources effectively, efficiently, and sustainably. The dimensions of the Smart City concept can be used as a guide in developing the intelligent village concept. The dimensions inherited from the Smart City dimensions are adapted to the realities and problems of the local city (Lubis & Yusniah, 2022).

A smart village has six pillars (Rahayu, Agus, et al., 2023), which are the central part of the process of forming a village to become part of a Smart Village:

1. Smart people.
2. Smart governance.
3. Smart economy.
4. Smart environment.
5. Smart living.
6. Smart mobility.

A critical part of implementing these six pillars of a smart village is digital literacy. Digital literacy refers to the knowledge and skills required to use digital media, communication tools, or networks to find, evaluate, create, and use information in a healthy, intelligent, conscientious, and law-abiding way to encourage communication.

The type of research used in this research is qualitative research (Creswell, 2014) with descriptive analysis, where data was written using words in detail (Salmaa, 2023). The researcher chose this qualitative type because the title that the researcher chose was more directed at describing something. This qualitative type is in accordance with the researcher's title, where in this research, they try to describe and explain.

This research was conducted at the Nakau Village Office, Talang Empat District, Central Bengkulu Regency. Sampling and sampling techniques are methods or techniques used to determine samples. The sampling technique that researchers used in this research was purposive sampling. Purposive sampling is a technique that is carried out with a certain selection. The selection of subjects is based on specific characteristics closely related to previously known characteristics of the population. The following is a table of informant data used in the research.

Table 1. Research Informant

No.	Informant Name	Total Informant
1	Digital Ambassador	1 person
2	Smart Village Cadres	1 person
3	Staff of the Community and Village Empowerment Service	5 persons
4	Nakau Village Officers	5 persons
5	Citizen	5 persons

Source: Processed Results, 2023

The data collection techniques used were observation, documentation studies, and interviews. This research uses several research instruments.

Sugiyono (2022) mentioned that at the beginning of the research, the researcher is the instrument, and then the instruments can be used as other tools as needed in the qualitative method. There are instruments used to collect data in this research; the researcher is the primary tool or key instrument; there are also field notes (FieldNote), interview guides, and data recording tools or documentation tools. The data that has been obtained will be analyzed interactively according to Miles and Huberman's guidelines (Miles, M. B., & Huberman, 1994).

RESULTS AND DISCUSSION

The implementation of the Smart Village Program in Nakau Village, Talang Empat District, Central Bengkulu Regency,

was observed by looking at the following elements:

1. The process is a series of decisions and actions to achieve a specified mandate.
2. Content of the decision and form of the decision.
3. Program implementers include public officers, interest groups, and implementing organizations.
4. Regional decisions and regional capacity.
5. Feedback.

The observations, interview results, and documentation study results will be described in the following subchapter.

1. The Process of a Series of Decisions and Actions to Achieve a Specified Mandate

The goal is to obtain the output and outcome of implementing a policy. Under certain circumstances, the implementation process can be successful or fail, as seen from the results achieved or the consequences, as well as the elements that influence it to either support or hinder the program objectives.

The development of intelligent villages can be a concern, considering the many challenges or problems in villages, such as urbanization, backwardness, and inequality in living standards. The main stage in developing an intelligent village is knowing the resources the village has, which can then be implemented with technological interventions that activities can support. Integrating various people and activities through media will produce a multifunctional and interactive smart village. One of the most important things is having an internet network. The potential of the internet will enable business networks to be connected with other parties. Nakau village already has that potential, namely, internet potential.

For now, only output can be observed because outcomes require a long-term process, while the implementation of the smart village program only started in September 2022. Because the current focus of implementation is the smart economy and smart government pillars, the activities carried out, planned, and output received are related to how these two pillars are implemented in Nakau village. The public will be introduced to information and communication technology (ICT), especially those that can improve the local economy and productivity. This concept, first initiated by the European Commission in 2017 and the European Parliament aims to expand opportunities for villages and rural organizational communities to become more independent. This derivative concept of a smart city has unique characteristics that cannot be compared between villages because social dynamics continuously occur, develop, or even change.

In interviews conducted by researchers with informants, they mentioned various expected outputs from the implementation of the smart village program:

a. The existence of a digital village community space.
b. smart village activities.
c. Training.
d. information development.
e. feedback.

The output's main objective is to improve the quality of village spending, human resource development, digital literacy, digital marketing, orientation, web introduction training, and maggot cultivation. This program will later be able to promote villages and various existing MSMEs, such as bricks, dodol, knitted bags, and others.

Several experts agree that output is the direct and immediate result of the educational process, while outcome is the

long-term effect of the educational process. In another definition, output is the result achieved in the short term, while outcome is the result that occurs after implementing long-term activities (bppk.kemenkeu, 2017).

According to Dwiyanyo (2017), policy implementation is integral to policy. It determines whether the policies adopted by the government are truly applicable and successful in producing outputs and outcomes as planned (Indiahono, 2021). Output is the policy output expected to emerge as a direct output from the policy. Output can usually be seen within a short time after policy implementation. Outcome is the impact of a policy, which is expected to arise after the policy output is released. Outcomes usually appear after the output is released or a long time after policy implementation (Dwiyanto, 2017).

The results of the interviews conducted by the researchers above show that the output from implementing this smart village is the use of digital technology and efforts to develop the potential that already exists in Nakau village. For example, brick production, palm oil plantations, and several other supporting MSMEs are developed by innovating product production, building networks with other regions, and market promotion to introduce village potential by utilizing digital technology.

Nakau Village already has an official website on which various menus can be accessed quickly for information being sought. With the existence of a smart village, the village website will be one of the focuses that will be implemented.

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Outreach was carried out to Nakau Village government officials, village organizations such as BUMDES and PKK, and several other community representatives, including youth and youth organizations. Socialization is the first step since the issuance of Decree number 55 of 2022 concerning the determination of 1000 villages as smart village locations and 25 villages in Central Bengkulu Regency have been selected to implement this smart village program. Based on this decree, an assisted area has been determined for 5 Digital Ambassadors who will accompany 25 villages in Central Bengkulu Regency, with each ambassador holding 5 villages and accompanying smart village cadres to carry out the activities that will be carried out.

The village website, whether from Kominfo, desa.id or its own domain, displays transparency of budgets and activities, superior village products and village potential, and acts as a village marketplace for MSME products that may not have been touched by digital technology. The village website plays an important role in implementing this smart village, and the website's introduction is one of the action programs that will be implemented in Nakau Village.

The village's official website contains various data; access is easy and doesn't take a long time. This website also contains documentary evidence of the socialization

of the smart village program, which was carried out in September 2022.

A total of 144 villages in Central Bengkulu, 25 of these villages were obtained from the intelligent village selection process from 16 to 18 February 2022 by the smart village selection committee, Village Development, and Information Agency, Disadvantaged Regions and Transmigration, Ministry of Villages, Development of Disadvantaged Regions, and Transmigration. The selection of smart villages is done by paying attention to representation in the western, central, and eastern parts of Indonesia.

Another form of output is the existence of digital community spaces and workshops. The village head provides the village with a digital community space and will be used as a center for village activities to achieve village pillars and leading activities. Activities will be carried out, including discussions and technical guidance to the community and others. In smart village activities, cadres will be responsible for managing and empowering community space. The following is a picture of the Village Digital Community Space (RKDD) launch.

Kemendes PDTT strives to stimulate rural community groups to become content creators through capacity-building training programs at the basic level. Apart from increasing knowledge and skills, participants are also trained to understand rural potential, including economic, socio-cultural, and natural resources. Advances in digital technology and media open up opportunities for all communities to showcase their potential to the world.

We know that the current generation prefers to learn using digital media and their daily lives must be connected to digital technology, including the internet. Surf for hours on social media by becoming a content creator or just a content lover. Not just for fun, content creators can now become a profession with a promising income as long as they are serious about becoming content creators. This training has been carried out for the Central Bengkulu Regency, including Nakau Village. The training was held for 8 days, with 5 days providing material and 3 days in the field to create learning video content. This activity can later become a link to introduce the village's potential and look for young talents to participate in developing the village with its content.

2. Content of Decision and Form of Decision

a. The Benefit

The community is expected to benefit from implementing this smart village, such as assistance in identifying innovative solutions to develop basic services, local economic development, access to better employment opportunities, and using other technologies. Opening opportunities for village communities to collaborate directly with various parties and opening up community access to encouraging opportunities for equality and access between urban and rural areas. Quoted from Smart Village (Smart Village) Acceleration of Development of Villages in Indonesia by Helmiati SH.M, Si as Head of the Center for Development of Village Competitiveness, Disadvantaged Regions and Transmigration (BPI), Ministry of Villages Development of Disadvantaged Regions and Transmigration Benefits of Developing the Smart Village Model as follows:

a. The community will receive assistance in identifying innovative solutions to develop basic services, local economic development, access to better employment opportunities, and the use of other technologies.
b. Opening opportunities for village communities to collaborate directly with various parties.

c. Opening community access encourages equality and access between urban and rural areas.

"...The benefits of knowledge and skill development..." (Interview with smart village cadre Mrs. AL, 31 August 2023).

"...Digital literacy, how to utilize technology to develop existing resources in Nakau village..." (Interview with smart village ambassador Mr. NR, August 31 2023).

The smart village program was held to encourage innovative village development by utilizing technology and the potential that exists in the village. The explanation from informants AL and NR stated that the community would benefit from implementing this smart village program, especially in terms of digitalization. The people of Nakau village receive benefits from the action program, such as in administrative affairs of residents, correspondence, for example, making cover letters for identity cards, family cards, death, birth certificates, certificates of indigency, marriage, etc., and a processing flow that makes it easier for the community with the completion process in just 5 minutes.

"...we received socialization from digital ambassadors regarding administrative services in administrative management, we already have population data archives and services can be completed in 5 minutes. However, people still need to come to the village office..." (Interview with Head of General Administrative Affairs, Mrs. D.N, September 25, 2023).

The informant explained that administrative correspondence processing is simple for the public and usually takes longer. However, people still need to come to the office to express their needs. This is one form of output from achieving socialization activities and is one of the pillars that focuses on implementing the smart village program in Nakau village.

The concept of a smart village is to integrate information technology into the lives of rural communities and create benefits and continuity between information technology and rural communities. However, conceptually there are several differences in the dimensions of smart villages. Smart villages must be seen as initiatives that encourage empowerment by strengthening institutions and improving the welfare of rural communities through information technology. The development of smart villages must consider traditional and cultural values to improve people's lives and progress. Most of the residents of Nakau village work as agricultural laborers and many are still students, meaning that Nakau village has a large population of productive age. Facts found in the field when the author conducted observations and interviews with the Village Head and several community members stated that they fully support this program and appreciate the benefits that will be received to realize the community's welfare. However, the activities carried out must consider traditional and cultural values and the reality that this is the true wealth we have as a region and country.

b. Provisions Regarding Community Participation

To implement this program well, human resources must be qualified, support implementation and participate in the activities held. The community can feel other benefits from this smart village program after the implementation of the smart village program to the maximum. Currently, the program is running. However, it requires a process and cooperation from both the government and the community. The development aims to carry out community empowerment through a participatory approach in building a smart village to anticipate changes in the strategic

environment. Smart village development is focused on meeting the community's needs to develop and overcome their own problems independently and sustainably.

> "...Because the focus is on human resources, the scope of a smart village is the community, village government and institutions in the village..." (Interview with smart village ambassador Mr. NR, 31 August 2023).
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> "...Participation is expected from the entire community..." (Interview with smart village cadre Mrs. AL, 31 August 2023).

Policies based on Law no. 6 of 2014 concerning Villages and village regulation no. 7 of 2021 concerning priorities for the use of village funds aims to expand partnerships for village development with efforts to develop, utilize resources and manage information technology. The community of this village has used social media as a place to generate income such as promoting a product and selling it online. And smart mobility in this village is also supported, because the location of the village is close from the city and is easy to access. People also often travel to the city to shop at the market, just to walk, exercise, and for various other purposes. For this reason, carrying out smart village networks will make it easier to build partnerships.

3. Constraints at Regional Level

It is hoped that Smart Villages can lead to significant rural transformation, which is citizen-centered, encourages people to use digital infrastructure, and contributes to the sustainable development of services inclusively and equitably. In implementation, the interest group is the community, the political officials are the village government, and the implementing organization includes ambassadors and cadres from the intelligent village.

After conducting observations, interviews and documentation, it was found that the people were technologically literate, no longer hindered by inaccessible internet signals, or the remote location of the village. However, digital literacy to support the implementation of smart villages still needs to be implemented, several elementary school children and junior high school teenagers who were met said that they used their smartphones for entertainment and surfing social media or just playing games.

> "...The obstacle we face is that funds have not yet been provided for program implementation, the community space facilities have been provided by the village, but the contents have not yet been provided. Such as laptops, printers and other infrastructure. At the P3PD smart village socialization (government strengthening and village development program) which we held on December 19 2022, the socialization was carried out by calling community representatives..." (Interview with smart village cadre Mrs. A, 31 August 2023).

In the observations made by the researcher, the researcher went around the villages from Hamlet 1 to Hamlet 4, the researcher saw that it was very difficult to find villagers, the researcher only saw people who were making bricks and people who were farming and a group of children who were going to play. . This is in line with the confession from the Head of Nakau Village, Mrs. EF, who stated that it was difficult to gather people because the average job of the people was as laborers. Other obstacles in the funding department or financial obstacles.

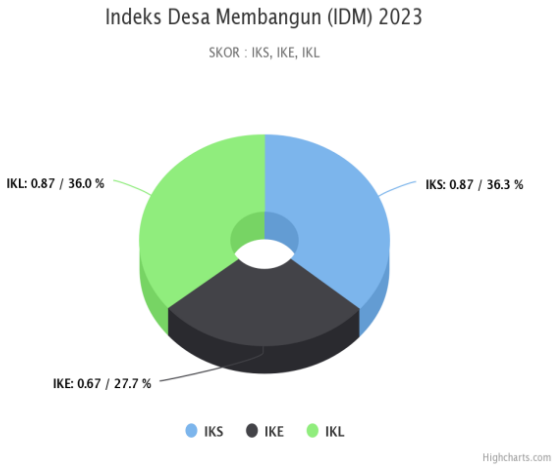
4. Regional Decisions and Regional Capacity

Implementation decisions are closely related to the second factor, namely regional capacity, which includes organizational and environmental capacity. Organizational capacity refers to the

structural characteristics of local government apparatus and institutional resources, while environmental capacity refers to regional socio-economic and political capacity. Because institutional resources are better, regions that have large financial resources and a conducive political environment can encourage implementation without further delays or program modifications.

Implementing the smart village program in Nakau village focuses on the pillars of smart economy and smart government. The digital era influences behavioral changes in all areas of people's lives, and technological innovations aimed at encouraging more practical, efficient, transparent and responsible governance are also emerging in the governance process (smart government). Innovations in governance occur at the national, regional, and even village data system levels. The national-level data system that has become an obligation for villages to contribute is the SID (village information system), which the Ministry of Village PDTT built; the data system, which can be accessed via the website and mobile application, is a data system that aims to update village development index data (IDM) in more detail and macro to provide more up-to-date information.

The village development index, or what is called IDM, is a tool for measuring the independence of a village through analysis and the combined value of all point values for each indicator selected based on the development policy concept that has been determined as well as the authority, responsibilities, and functions of the village. Based on the Regulation of the Minister of Villages, PDT and Transmigration Number 13 of 2020 concerning Priorities for the Use of Village Funds in 2021, article 11: Priorities for the use of village funds are prepared based on data from the Ministry of Villages, PDT and Transmigration. Data can be accessed on the village development index, which contains village profiles and recommendations for different activities. The building village index in Nakau Village can be accessed and found on the official website.



Source: Nakau's Website, 2023

Figure 1. Nakau Village Development Index

The developing village index is needed to reference village status regulated in Permendesa PDTTrans Number 2 of 2016 concerning the developing village index. From the IDM picture, Nakau village is already in the advanced category. In the IDM, there are 5 classifications of village progress and independence status, namely:

1. Independent or very developed village. Villages that have been able to carry out development and improve the quality of life of their communities with sustainable resilience are independent villages. An independent village is a village with an IDM greater than 0.8155.
2. Developed village (Pre-Sembada Village). It is A village with resources and potential and the ability to manage them to overcome poverty and improve the welfare of its community. IDM is less than or equal to 0.81 and more significant than 0.7072.
3. Developing Village (Middle Village). Villages that have resources but have not managed them optimally IDM less

than or equal to 0.7072 and greater than 0.5989.

4. Disadvantaged Villages (Pre Madya). Villages that still need to or are less than optimal in managing their potential resources experience poverty in various forms. IDM is less than or equal to 0.5989 and greater than 0.4907.
5. Very Disadvantaged Village (Pratama Village). Villages that experience poverty in various forms are vulnerable to social and economic conflict and natural disasters, so they are unable to manage the resources they have. IDM is less and smaller than 0.4907.

Nakau Village has an IDM of 0.8025 classified as a developed village and has potential and resources such as MSMEs, human resources and the ability to manage them.

The pillars that are the main focus of implementation in Nakau Village are governance and a smart economy with IDM that has entered the advanced category and a pluralistic society that is strong by the productive ages. Therefore, the opportunity for implementing this program has a good and high chance. Smart government is expected to be able to improve the digital skills of village officials and be able to adapt directly to applications or services that must be fulfilled in the government process. And the activity carried out was training on introducing and using the village website. Based on interviews conducted with the public and the head of general administrative affairs, service and correspondence management is fast and easy. Meanwhile, smart economics is a process that occurs now and in the future among village communities in the process of utilizing technology that can help the process of improving the economy and better welfare and can improve better welfare, economic prosperity, and economic values of village communities. The activities carried out include digital marketing training and mango cultivation. The people of Nakau village have used social media and marketplaces to promote their MSMEs.

> "...You don't have to have or implement all the pillars, if you achieve just one of the pillars, the village can be categorized as a smart village..." (Interview with Mr S from the Community and Village Empowerment Service, September 26).

The Community and Village Empowerment Service (DPMD) acts as the supervisor of this program, the program which comes directly from the PDTT ministry is then fostered and the DPMD also carries out outreach to cadres and digital ambassadors. To be able to implement this program more optimally, the community is expected to be able to run this smart village, for the sake of better village development. In the context of village development, the smart village pillar can be a reference for villages in the development planning process.

5. Feedback

According to Bonaraja Purba, et al in the book Communication Science: An Introduction (2020), feedback is information received as a response to messages that have been sent previously (Bonaraja, 2020). The expected feedback from this smart village program is a continuous process, not only during the existence of this program. The ongoing process of the smart village pillar is certainly able to ensure that the village has development and knowledge in the field of information technology, as well as creating a government process capable of serving the community. Development budgeting, village spending and, more importantly have the ability to encourage the creation of community welfare.

> "...We hope that this smart village can support village development, such as carrying out promotions for our

MSMEs..." (Interview with Mrs. EF as Head of Nakau Village, 31 August 2023).

Smart villages are expected to be able to make meaningful changes, with six pillars as a reference: smart economic growth, such as a culture of business and innovation, productivity, and access to markets. Smart governance, such as open data, infrastructure, administration, and online services, is a priority at this time.

The overall research results show that the implementation of the Smart Village Program in Nakau Village has started to run well; several activities to support the realization of a smart and independent society, Digital Ambassadors, Smart Village Cadres, and the Village Government are working together to make various plans for activities that will be carried out for this smart village program so that it can maximize and achieve the goals of the intelligent village program. With the technical and operational implementation in place, promoting MSME products is starting to be encouraged. However, at the interpretation stage, there are obstacles related to the community's lack of understanding of the smart village program, so the community tends to be passive. Other obstacles include the relatively new implementation time and the problem of a smart village budget that still needs to be obtained.

CONCLUSION AND IMPLICATION

To conclude, based on five components of the program implementation theory, namely the decision chain process, decision content and decision form, constraints at the regional level, regional decisions and regional capacity, and feedback, a smart village has a concept in the fields of internet, network communication, and social media. Therefore, the implementation of the smart village program in Nakau village has been implemented. Several activities are already underway in which a process is needed for the program to be realized perfectly.

Factors that influence the implementation of the smart village program in Nakau village are that the implementation time is relatively new, and the program implementation budget must continue continuously until the village can posists itself as a smart village according to the expectations of the organizing Ministry.

The implementation of the smart village program requires not only policy and implementation but also other resources such as financial, time, and multi-stakeholder cooperation. Therefore, the government needs to prepare the scheme well; citizen socialization must be done intensively; and the financials must be prepared and used on schedule.

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