

Research Article

Social Innovation as a Step Towards Proper Governance: A Case Study of Community-based Development Planning in Lebakgedong Sub-Distrik Lebak Regency

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ORCIDArya Samudera: <https://orcid.org/0009-0004-9573-5460>**Abstract.**

This study aims to explore and analyze the process of social innovation in the implementation of community-based development planning in Banjar Irigasi Village in Lebakgedong District as an effort to realize proper governance. It uses a qualitative method in the form of descriptive analysis through primary and secondary data. Data are collected through interviews and observations. The results show that: 1) An obstacle in the process of creating innovation is budget limitations, therefore the only social innovation created in Banjar Irigasi Village is the Jumat Serius program. 2) The Jumat Serius program was chosen to overcome the problem of stunting in this village by inviting donations from the community and village officials. The "Jumat Serius" Program is a program in Banjar Irigasi Village to reduce stunting and hunger rates, carried out by prioritizing the principle of mutual cooperation and inviting all village officials and communities to donate a minimum of 1000 rupiah. The donations collected will be distributed to people in need in the form of basic necessities, cash, and nutritious food. This program not only provides a change in community behavior, but also succeeds in reducing the stunting rate in Banjar Irigasi Village.

Keywords: social innovation, community-based development, village development index

1. INTRODUCTION

After the 1998 reform, there was a wide opening for democracy in government. This is demonstrated by the implementation of decentralization in running government. The implementation of decentralization began with the enactment of Law Number 22 of 1999 concerning Regional Autonomy. Where regional governments are given the delegation of authority to manage their respective regional affairs without intervention from the central government in accordance with applicable laws. Law number 22 of 1999 also explains the division of administrative areas of regional government from the highest level to the lowest level, namely province, district/city, sub-district and sub-district or

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village. Therefore, in accordance with Law number 6 of 2014 concerning villages, the Regional Government can carry out village planning (development) in coordination with the village government (village head).

Decentralization makes it easier for local governments to hear the aspirations of local people [1]. This is reinforced by the statement by Osborne and Gaebler who said that decentralization and regional autonomy are the government's approach to society (public services). Therefore, regional governments are required to be more innovative and creative in resolving regional problems by optimizing the resources they have. It is hoped that regional governments can develop their regions and improve the welfare of the community [2].

The implications of this decentralization open up space for local community contributions in regional development planning. As ratified by Minister of Home Affairs Regulation Number 86 of 2017, regional development planning must give the community the right to be involved in every stage of regional development planning and be inclusive. Planning itself is a systemic step in achieving future goals. Meanwhile, regional development planning is defined as a development planning process aimed at making changes towards better development for a community, government and environment in a particular area by utilizing the potential resources it has [3]

In practice, the village development planning process still faces a challenge, namely how the policies and programs implemented can be effective in bringing village sustainability [4]. Even though development planning uses a top-down and bottom-up approach, it is still difficult to carry out at the village level. Therefore, a concern arises in achieving the village vision and mission, namely the lack of local community participation in the village development planning process (village Musrenbang). This could be due to several factors such as lack of awareness of local communities to be involved in the planning process and lack of access to information on development plans. On the other hand, the decision-making process in village development planning is sometimes still impressively elitist. If we examine it using the level of community participation (Arnstein's ladder), we often encounter cases of moral hazard (deviant behavior) where local governments only listen to or accept suggestions or aspirations from the community, but decision making in regional development planning is only within the ranks of the community. only the village ruling elite so that the aspirations of the community are not carried out. So this becomes a problem in carrying out democratic village development planning. Therefore, *outcome* Village development planning is not felt by the village community itself.

In the context of inclusive and sustainable village development, this certainly requires *social innovation*. In general, social innovation is a normative concept which practically aims to improve the conditions of society [5]. *Social innovation* has the potential to encourage development transformation in villages. Therefore, *social innovation* needs to be emphasized. *Social innovation* becomes relevant as an approach capable of producing significant changes in social, economic and political structures [4]. Manifestation of innovation in villages can be seen from the existence of community-based development such as sustainable agricultural development, coastal village development, education and inclusive development. By emphasizing the creation of social innovation, it can encourage efforts to create good governance (*proper governance*) in the village. So it can be said that regional government governance is not only designed to fulfill administrative requirements or collaborate actors, but must also be designed appropriately according to the needs of local communities and taking into account the culture that prevails in society [6].

Seeing the problems that exist in the village, this is certainly an obstacle in realizing inclusive village development. The ideal development is participatory development [7]. Therefore, community-based development by involving the community in development planning is very important so that policies are more targeted at community needs. So, innovation in community-based development is a step towards increasing the role of the community in efforts towards achieving *proper governance* in a village. Social innovation not only builds local capacity, but also creates participatory mechanisms in development planning. Meanwhile, emphasis on *proper governance* emphasizes democratic values and inclusiveness in village development planning and decision making.

Seeing the problems that exist in the regional development planning process gives rise to uneven development in each region. Lack of participation and non-inclusive regional development is one of the causes of a region being categorized as “underdeveloped”. Based on the 2023 Development Village Index (IDM), there are still villages categorized as “underdeveloped”, one of which is Banjar Irrigation Village, Lebakgedong District, Lebak Regency. This village is one of the villages that currently has challenges in achieving good governance. Looking at the existing conditions, the development of the Banjar Irrigation Village in Lebakgedong District is still very bad. Therefore, a study is needed to identify *Social Innovation* in an effort to support *Proper Governance* Banjar Irrigation Village in Lebakgedong District, Lebak Regency. This Research aims to identify the social innovation process created through community based development as an effort towards proper governance in Banjar Irigasi Village.

2. THEORETICAL STUDY

2.1. Social Innovation

Social innovation is a very important effort in overcoming various problems that exist in a village by utilizing existing local potential. Social innovation can be defined as the creation, renewal or transformation of social relationships in the development of new ways of working together to achieve societal goals. Social innovations are transformative in nature and have the potential to have a massive impact on governance systems through changes in socio-political roles, public knowledge, and resources [8]. social innovation plays a role in promoting resilience in initiatives for sustainable development [9]. Social innovations are broadly considered to be those that increase people's capacity for action by providing solutions to social problems and improving quality of life, as well as influencing social change (e.g., patterns of consciousness, social values, and norms) [10]. This is because social innovation must encourage community involvement to support the desired change [11]. Social innovation initiatives involve complex multi-actors [12]. Social innovations that integrate actors from all sectors of society increase the possibility of meeting needs in a more efficient and impactful way in the long term, but they also represent greater complexity regarding their implementation and development [13].

Social innovations are created without an obvious cause. Social innovation is created to overcome a challenge and the needs of society. The process of creating social innovation goes through a series of systematic and measurable processes [4] . This is done so that the innovations created can provide transformation results for regional growth [4]. The process of social innovation includes a series of processes from creation to implementation [14], including:

1. Prompts, Inspirations and diagnoses, This stage includes factors that create a need for innovation,
2. Proposals and ideas, This stage is the idea generation stage. To understand all the possibilities in creating a new idea, this can include formal methods
3. Prototyping and Pilots: This stage allows innovation ideas to be tested in practice, ensuring they function as intended before broader implementation.
4. Scaling and diffusion, In this stage, the innovation that is being implemented will expand its useful value from a small scale to a larger scale.

5. Systemic change, This stage refers to fundamental and sustainable changes to a system in overcoming existing problems.

2.2. Proper Governance

Proper governance is an effort to build state-society relations that can ensure the realization of three main objectives, namely: a) healthy economic development governance; b) democratic life and respect for the rights of every citizen; and c) the creation of social inclusiveness [15]. The application of proper governance principles demands a clear focus on sustainable growth [16]. Through decentralized government, there will be a democratic platform for local communities to play a role in determining their fate, and oriented to the interests of the people through local governments that are trusted, open and honest and do not shirk responsibility as a prerequisite for the realization of accountable government and being able to fulfill the principles of propriety in governance [17]. The implementation of good governance not only creates clean and accountable government institutions, but improves the performance of village governments in developing their regions [18]. The realization of proper governance at the village level is one of the accelerations to improve the quality of village governance to achieve the welfare of the village community [19]. Achieving these goals requires a level of awareness from the village government to make changes in every aspect of life [20]. The concept of proper governance must rest on four main principles including [15] :

1. Development: This aspect convince to socio-economic develop and environmental sustainability through transparency decision and responsible institution.
2. Democratic: Democratic governance ensures public participation in decision-making processes, democratic governance ensures that people's interests are fully accommodated and that decisions reflect the aspirations of the people.
3. Social Inclusivity: social inclusiveness is an important cornerstone of good governance by ensuring that all members of society have equal access to essential decisions and services.
4. Local Context: Considering the local context is very important to see the characteristics of the problem (needs, priorities, and challenges faced by the local community).

3. METHODS

A research method is a tool used or a certain way to obtain data which is then researched, processed, developed and described to understand the problems of an object being studied [21]. This research uses a qualitative approach. Qualitative research is a descriptive and analytical method for finding the truth in research objects [21]. Therefore, researchers used a qualitative approach to find out descriptively about community participation in the Musrenbang of Banjarsari Village, District Lebakgedong in Lebak Regency.

This research was conducted in Banjar Irigasi Village, District Lebakgedong, Lebak Regency. Sub District Lebakgedong is one of the sub-districts with underdeveloped status. Development in Banjar Irrigation Village, Lebakgedong District is still poor, so this is what attracted the author to choose this location to see the application of the model *Community Based Development* in the village musrenbang.

In this research, the main data used in the research are primary data and secondary data. Primary data was obtained directly from the source. In this case, primary data is obtained by searching for information through interviews and observations. Meanwhile, secondary data was obtained indirectly through literature study.

4. RESULTS AND DISCUSSION

In 2024, Banjar Irigasi Village will achieve a good reputation. The massive infrastructure development in Banjar Irigasi Village will make this village a “developing village” in 2024. Banjar Irigasi Village launched the Friday Serious program, which is a donation program for stunted people or people who cannot meet their nutritional needs. This program certainly invites the community and also Banjar Irigasi Village officials to help people who have difficulty in meeting their needs.

Based on the information obtained, this increase was achieved by massive development in Banjar Irrigation Village in the form of physical development such as roads, schools, and minimarkets. In addition, there are also non-physical developments such as the alleviation of health problems such as malnutrition and hunger. This is certainly a record of good results for Banjar Irrigation Village.

4.1. Applying six stages of social innovation to Jumat Serious Program

4.1.1. Prompts Inspiration and Diagnoses

4.1.1.1. Health

Health is an important aspect that cannot be ignored in development. Good health is the main foundation for societal productivity, which ultimately has a direct impact on the growth of social welfare. Without optimal health, an individual's ability to contribute effectively in various development sectors will be hampered.

In the context of health, the health condition of Banjar Irigasi Village is relatively low. There are various health problems in the village, but what concerns Banjar Irigasi village is nutritional problems. This nutritional problem is mostly experienced by children. Based on data from the Village Hall, it was recorded that 15 children in Banjar Irigasi Village experienced malnutrition problems in 2021. Apart from that, there are a small number of people who experience hunger. These two problems are caused by the inability of society or individuals who cannot meet their daily needs. Therefore, this is an urgent problem for the village government.

4.1.1.2. Economy

The economy is a determining instrument for categorizing a village as advanced, developing and underdeveloped. The economy is also a measure of society's welfare. Therefore, economic development is very important in a village to increase the village's original income and also the welfare of the community.

In this condition, the majority of the people of Banjar Irigasi Village live on the poverty line. The chairman of the Banjar Irigasi BPD said that the majority or around 80 percent of the people of Banjar Irigasi village live on the poverty line. This condition makes it difficult for people to fulfill their daily needs. Therefore, this problem is a linear problem with health problems in Banjar Irrigation Village. These health problems include stunting and hunger problems caused by the economic conditions of the community which make it difficult to meet their daily needs. Therefore, this is an urgent problem for the government in development to eradicate poverty in Banjar Irigasi Village.

4.1.2. Proposals and Ideas

Level *Proposal and Ideas* is the stage of how ideas are proposed and proposed. In the context of village development, this stage can be carried out through the Village Development Planning Conference (Musrenbangdes). Village Development Planning Conference (Musrenbang) is a concrete manifestation of community participation in development. Musrenbang activities are part of the development planning cycle where the community can contribute and propose opinions and ideas to formulate development priorities for the next fiscal year. Village Musrenbang is usually carried out compulsorily every year with a time period determined by the local village government. Through village musrenbang, the community and village government can dialogue and formulate joint solutions for better village development.

The Banjar Irrigation Village BPD is a village that can reach this stage, where the village community is actively involved in musrenbang activities. The role of the community is very crucial because this concerns their needs. The Village Consultative Body (BPD) acts as a facilitator to accommodate the ideas and aspirations of the Banjar Irigasi village community. In the process of providing ideas and aspirations, the community often submits them through representatives of BPD members, who act as a bridge between the community and the village government. BPD members who serve as facilitators and recipients of community aspirations will listen to complaints, suggestions or ideas submitted by village communities. After receiving input, BPD members then submit the report to the BPD chairman. The BPD chairman is responsible for managing and monitoring aspirations received from the community. After going through several processes, the BPD Chair together with other BPD members will hold a deliberation with the Village Head. In this meeting, they discuss the input that has been collected to evaluate and determine next steps.

The process of accepting ideas and proposals is usually carried out based on several categories, such as infrastructure, education, health, etc. Proposals are also assessed based on the level of feasibility, need and priorities that are considered urgent or important. To determine the priority scale for development proposals, Banjar Irrigation Village held a deliberation by inviting various parties, including RT, community leaders, and other related institutions such as representatives of village organizations to ensure that various perspectives and interests could be accommodated. In determining priorities, the proposals that have been collected will be presented to all participants accompanied by information on the urgency and expected impact. After that, an assessment is carried

out based on certain criteria, for example which needs are more urgent. Decisions regarding development priorities are taken based on consensus deliberation. This means that all deliberation participants must agree on the priorities set. The BPD is tasked with strengthening the decisions taken, and ensuring that these decisions are logical, realistic and acceptable to the people of Banjar Irigasi village.

This stage of submitting ideas and proposals involves the collaboration of many parties in the irrigation village, starting from the community, BPD, village head, village organizations, village officials, etc. At this stage, the process of submitting ideas has been carried out by the irrigation banjar community to the village government through the village musrenbang forum. Communities are given the opportunity to submit their proposals directly, ensuring that the various aspirations and needs of the village can be heard and considered. However, the process of accepting proposals is filtered by determining the priorities that are more needed by the irrigation village. Determining priorities not only considers urgency, but also involves long-term impacts and benefits and conformity with the Banjar Irrigation Village development plan.

4.1.3. Prototyping and Pilots

In village development deliberation activities (Musrenbangdes), all issues or needs of the community that are submitted will then be selected on a priority scale based on consensus deliberation. Next, the innovation that is formed to overcome the problem will be carried out in the trial phase (*Prototyping and pilots*). One of the innovations created at the Banjar Irrigation village development meeting was The Jumat Serius Program (Friday One Thousand Rupiah).

The Jumat Serius Program (Friday One Thousand Rupiah) is a donation program used to alleviate the problem of malnutrition (Stunting) and hunger. The stunting rate in Banjar Irigasi Village in 2021 is 15 children. The root of this problem is due to the economic problems experienced by the heads of families so that they cannot provide nutritious and healthy food sources for their children.

The Jumat Serius program mechanism (Friday One Thousand Rupiah) in overcoming stunting prioritizes the values of mutual cooperation by inviting the community and village officials to donate a minimum of one thousand rupiah. Furthermore, the donations collected will be distributed to the Family Welfare Empowerment (PKK) group. Then, the funds will be used by the PKK to help meet the family's basic needs, namely food needs.

In this case, PKK will fulfill children's intake and vitamins by making nutritious and high-protein food packages for the community or children who need it or are stunted. During the trial period, the provision of nutritious food packages was carried out consistently every six days a week, and its progress was reviewed until it finally became a permanent program that is implemented to this day.

4.1.4. Sustaining

The “Jumat Serius Program” innovation that has been promoted has been carried out continuously. After receiving a good response from various parties during the trial period, The “Jumat Serius” Program continues to be implemented to this day. In maintaining the sustainability of the program, the Banjar Irigasi Village government certainly builds the trust and commitment of donors and ensures transparency in fund management. This program also provides education to the community about the importance of fulfilling children's nutrition in preventing stunting or malnutrition and how their donations can help fellow communities with this problem. This innovation requires regular monitoring so that the benefits produced are in line with the expected output or outcome.

In practice, this innovation has been implemented from 2022 and continues until now. As proof of the success and sustainability of this program, the stunting rate in Banjar Irigasi village has decreased significantly, from initially in 2021 there were 15 stunted children, in 2024 there will be no stunted children. This is certainly an achievement for the Village in dealing with one of the development issues.

4.1.5. Scaling and Diffusion

Scaling and diffusion are two important concepts in the implementation of a program, especially after the prototyping and piloting stages have been successfully carried out. The scaling process is a step to increase the capacity or reach of a program by involving greater resources efficiently to create a broad and beneficial impact. Meanwhile, diffusion of innovation is a step taken in a certain way to communicate or spread innovation in a culture.

The “Jumat Serius” program is a mutual cooperation program between residents and village officials to donate to each other in alleviating problems in Banjar Irigasi Village, especially the problem of malnutrition. In this case, the process of spreading

this innovation is carried out by conducting outreach at the village hall office or online *Door to Door*. In this case, process *Scaling* The “Jumat Serius” innovation was carried out on a smaller scale, namely in the Banjar Irrigation Village itself. This is so that the innovation has an impact on changing cultural roots. It is hoped that this can change the community by helping each other or working together in developing the Banjar Irrigation Village.

4.1.6. Systemic Change

Systemic change or systemic change is a fundamental change that affects elements, such as relationships, culture and policies within it. Systemic change focuses on the root of the problem and tries to create long-term solutions by involving changes in organizations, groups and individuals. At this stage, the innovation or program that has been implemented is expected to provide broader changes.

The “Jumat Serius” program implemented by Banjar Irigasi Village is carried out in collaboration with all levels of village society and Banjar Irigasi village officials. that produces sustainable impacts. Therefore, the parties involved are encouraged to donate one thousand rupiah every Friday. With this innovation, there will be social changes in the community in Banjar Irigasi Village, such as changes in community behavior in mutual cooperation or helping each other in alleviating the development of Banjar Irigasi Village in alleviating problems of malnutrition or hunger.

Apart from that, the existence of “The Jumat Serius” also has an impact on the health aspect in Banjar Irigasi Village. The results collected from the “Jumat Serius” program will be used to help overcome the stunting problem in Banjar Irigasi Village. From existing data, the stunting rate in Banjar Irigasi Village in 2021 is 15 children. After the implementation of “ The Jumat Serius”, the stunting rate will decrease significantly in 2024.

4.2. Transformative Process Towards Proper Governance: Drawing Lesson From the Jumat Serius Program

In this case, The Jumat Serius Program is a local initiative that focuses on addressing the problem of malnutrition which is certainly a challenge for Banjar Irrigation Village. In its implementation, the Jumat Serius Program provided significant results for the development of the Banjar Irrigation Village. Therefore, this program deserves further

analysis in responding to health problems with a proper governance approach which consists of several aspects.

4.2.1. Local Context

The “Jumat Serius” Program was designed as a response to health challenges in Banjar Irigasi Village, namely poor nutrition or stunting. In 2021, 15 children were recorded as experiencing malnutrition in Banjar Irigasi Village. This will certainly affect the child’s physical and cognitive growth in the long term.

The stunting problem in this village certainly requires a community-based approach or social support. Even by inviting the community to donate, this program not only functions to overcome nutritional problems, but also involves the active participation of local communities in solving problems in the village collaboratively.

4.2.2. Social Inclusivity

The “Jumat Serius” program involves all levels of society, including Banjar Irrigation Village officials, to contribute through donations of at least one thousand rupiah. With a low donation threshold, everyone regardless of their economic status can participate. Of course, this program creates a sense of shared ownership so that social groups in the village can collaborate together in overcoming the stunting problem.

4.2.3. Democratic

The Jumat Serius program reflects democratic values. The formation of this program was carried out in village development meetings by taking into account the aspirations of the community and the existing realities of the health conditions of Banjar Irigasi Village. Therefore, by agreement with the Banjar Irrigation Village Government, this program was launched. In its implementation, every community can participate and there is no coercion in terms of participation, but local communities are invited to voluntarily participate in overcoming the problem of malnutrition through donations of one thousand rupiah.

4.2.4. Development

The Jumat Serius Program contributed significantly to development in the Banjar Irrigation Village. This program was successful in reducing the stunting rate from 15 children in 2021 to 0 in 2024. This program also indicates that development does not have to be carried out with a large budget, but can start from sustainable local initiatives. Apart from that, the Jumat Serius Program has not only succeeded in alleviating health problems, but also contributed significantly in changing the status of villages from underdeveloped villages to developing villages.

5. CONCLUSION

Social innovation is an effort that refers to positive change in society by implementing an idea that aims to solve a problem. Initiating social innovation in villages is a positive thing in encouraging village change in a better direction, thereby generating prosperity for village communities. However, there are challenges for villages when they want to initiate social innovation. These challenges come from various factors; such as budget, resources, bureaucracy, and others.

As found in the Banjar Irrigation Village in initiating innovation, namely the budget factor. Budget limitations are an obstacle for Banjar Irrigation Village when they want to carry out a program or innovation creation process. Therefore, in the musrenbangdes, the village government and the community carry out consensus deliberations to determine the priority scale of proposals based on the budget size of the proposal and how effective and urgent the proposal is.

The results of the research show that the implementation of the Musrenbang in Banjar Irrigation Village has actively involved the community, where in its implementation the community conveyed various aspects of problems, one of which was health problems, namely poor nutrition. Malnutrition is a concern in Banjar Irrigation Village and Lebak Gedong District because the numbers are quite high. Because Banjar Irrigation Village is making an effort to eradicate the problem of stunting through the “Jumat Serius” program.

The Jumat Serius Program or “Friday One Thousand Rupiah” is a donation program held every Friday with a minimum of one thousand rupiah. This program is based on mutual cooperation in development. Where village officials and the community are expected to make donations, so that later the funds collected will be used to alleviate

nutritional problems in Banjar Irigasi Village. Apart from that, the “Jumat Serius” program is a program that is efficient in using the budget, therefore this program was selected and included in the priority scale. It is hoped that the Jumat Serius Program can provide systemic change, not only changes that occur in the health aspect, but also social changes that occur.

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