

Penta-Helix Collaboration Approach in Achieving of SDGs Desa: Best Practice from Ketapanrame Village, Mojokerto, East Java

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Abstract

The implementation of UU/2014 allows villages in East Java, Indonesia, to have considerable authority in managing and utilising their potential for the community's well-being. The government realised its commitment to giving more attention to total and sustainable development in the village through the SDGs Desa (village) concept. The SDGs Desa is a global SDGs localisation strategy to reach the villages so that a sustainable development process occurs according to local cultural conditions and needs. This article results from a qualitative study in which data were collected through in-depth interviews with several informants and supported by field observations in Ketapanrame, Mojokerto. The findings indicate that SDGs Desa is a new hope for developing community welfare in the village, which is achieved by collaboration among many actors such as the Government, academic/university, private Sector, community and media, or the penta-helix collaboration. The success of this approach was evident from the efforts of the Ketapanrame Village administration, which plays a crucial role in managing BUMDES (Village-Owned Enterprises).

Keywords: Collaboration, penta-helix, village, sustainable development, SDGs Desa

Introduction

Development is an effort to improve people's living standards through physical progress achieved by the community in the economic dimension. In its implementation, development often ignores other dimensions of human life, such as social, cultural, ecological sustainability, politics, and others. Then, the critical problems faced in economic development are dealing with trade-offs between meeting development needs on the one hand and efforts to maintain environmental sustainability. Economic development based on natural resources that do not pay attention to ecological sustainability will ultimately harm the environment because natural resources and the environment have a limited carrying capacity. In other words, economic development that overlooks the capacity of natural resources and the environment will cause development problems in the future (Pasaribu, 2013: 420).

Literature Review

Development activities and human behaviour have seriously impacted ecological sustainability and human health. Continuous air and water pollution results in various diseases and even causes death. The decline in sanitation conditions and unhealthy food has also resulted in the death of as many as 1.7 billion people every year. Air pollution in urban areas kills about 800,000 people every year. Copper pollution has resulted in 13 million human disabilities in the form of mental retardation and cardiovascular disease (World et al., 2002). For Indonesia, this situation threatens the health of the younger generation, which will become the foundation of the potential demographic bonus.

Responding to the perspective of development, which was considered unbalanced, in 1972, when the Environmental Conference was held in Stockholm, a new sustainable development paradigm emerged. The concept of sustainable development is a response to the previous development strategy, which focused on the primary goal of high economic growth and has been proven to have resulted in the degradation of production capacity and environmental quality due to the over-exploitation of resources. Sustainable development aims to improve people's well-being and meet human needs and aspirations. Sustainable development seeks equal distribution between generations now and in the future. Sustainable development requires achieving sustainability or the sustainability of various aspects of life, including ecological, economic, socio-cultural, political, defence and security (Pasaribu, 2013: 425).

Achieving sustainable development goals is essential for all countries, including Indonesia. Achieving sustainable development goals is closely related to people's decent and economically prosperous lives. So, in September 2000, through the Millennium Summit organised by the United Nations (UN), 189 member countries agreed and declared the Millennium Development Goals or MDGs (Widjojo et al., 2004). The declaration is a concrete form of a joint effort to improve the welfare of the global community. The MDGs contain eight goals to be achieved by 2015, with various indicators for each target (ADB, 2009).

The MDGs have been implemented in various countries, including Indonesia. Within 15 years of its implementation, the agenda has experienced many achievements. However, several things must continue to be improved. This is the background behind the Sustainable Development Goals (SDGs) Agenda 2015, which is an improvement from the previous Global Development Agenda. The presence of the SDGs further strengthens the commitment to economic development that pays attention to environmental aspects and sustainable environmental development.

The SDGs place humans as central actors and connoisseurs of development outcomes aimed at human well-being. Development is projected to produce social well-being, which depends on human behaviour towards nature. SDGS comes with 17 goals, which are grouped into four pillars that are inseparable and interdependent. The pillars show the existence and importance of balance between the social, economic, and environmental pillars/dimensions, supported by the governance pillar. The environmental pillar is the most essential element because the current growth, which is described in the economic pillar, is necessary to maintain environmental sustainability. Likewise, the social behaviour described in the social pillar is essential for social change, which is fundamental for creating environmental-friendly behaviour.

SDGs must be achieved at all Indonesian government levels, including the central, regional, and village. This commitment is proven through the issuance of Presidential Regulation No. 59 of 2017, which states that the SDGs must be integrated into the national development agenda at various levels. The Presidential decree pledges villages a considerable authority. The enactment of UU No. 6 of 2014 also allowed productive villagers to develop their potential. In line with the spirit of UU No. 6 of 2014, villages are encouraged to develop various innovations in managing village potential. The mentioned social legislation aims to improve the village community's well-being and rights.

The UU No. 6 of 2014 mandated five important aspects concerning

community development. First, it encourages rural communities' social initiatives, movements, and participation to develop village potential and assets for mutual prosperity. Second, it forms a professional, efficient, effective, open, and responsible village leadership. Third, it improves public services for village residents to accelerate the realisation of the general welfare. Fourth, it improves the socio-cultural resilience of rural communities by creating village communities that can maintain social unity as part of national resilience. Fifth, it strengthens village communities as development subjects (Wardiyanto et al., 2014).

The integration of the elements is crucial for villages to achieve the SDGs. In Indonesia, villages contribute to 74 per cent of the national SDGs and 91 per cent of government areas are villages. This reflects that proper village management has the potential to meet the SDGs' goals for clean energy, economic growth, production and consumption, regional equity, advanced infrastructure, reasonable settlements, climate change response, land environment, marine environment, peace, and development partnerships.

Also, 188 million villagers comprise 43 per cent of Indonesia's population, and their needs contribute to increasing poverty and hunger, as well as access to health, clean water, education, and equality. Unfortunately, the village's enormous contribution went unnoticed. Without emphasising the village's role, Indonesia's SDGs always occupy the lowest position among 116 countries. In 2016, its position was ranked 98th, while in 2020, it declined to rank 101.

Accelerating the achievement of the SDGs, Desa has become the focus of the programme in villages throughout Indonesia. One of them that has been considered successful in implementing several pillars of the SDGs Desa is the Ketapanrame Village, Mojokerto, East Java. Ketapanrame Village is a mountainous village located in Trawas District, Mojokerto Regency. The main livelihoods of the people of Ketapanrame Village are agriculture, animal husbandry and trade. This village, with an area of approximately 345,460 HA in 2020, was awarded as the best Bumdes in East Java Province due to the success of the local government in seeing and managing the existing natural potential. It started with the collaboration initiative in managing springs water by the surrounding community and the private sector in Ketapanrame Village. It then followed with another collaboration project of the Ghanjaran Park tourism that contributed to economic opportunities among the surrounding community. Both said initiatives' success is built with collaboration between the village government and

district governments, communities, the private sector, and the media.

Method

This study utilises a qualitative approach with a descriptive research design. As described by Creswell (2008), qualitative research is heavily reliant on information from the object/participant, covers a broad scope, uses general questions and data collection, and primarily consists of words/ texts sourced from participants. To gather data, the researcher used an instrument in the form of in-depth interviews conducted on several informants chosen through purposive sampling techniques and field observations, and analysed using non-statistical methods. The study was set in Ketapanrame Village, Mojokerto, East Java, a model of success in penta-helix collaboration, utilising its natural, economic, and human resources potential. Notably, Ketapanrame was the proud recipient of the best BUMDES (Village-Owned Enterprises) programme in East Java in 2020. This program recognises and rewards the region's most successful and innovative BUMDES initiatives. The selection of this village serves as a commendable benchmark for this study.

Result and Discussion

Hope for village community welfare

A village is a legal unitary area where a community in power (as the authority) holds its Government (Soetardjo, 1984, p. 16; Wiradi, 1988). From the formal juridical aspect, a village's existence is recognised in UU no. 32 of 2004 concerning Regional Government in conjunction with PP—72 of 2005 concerning Villages. A *village* is defined as a legal community with territorial boundaries authorised to regulate and manage the local community's interests based on local origins and customs recognised and respected by the Government of the Republic of Indonesia.

Since the establishment of this republic, a village has played a central role in many ways. However, it was in 2014 that a significant shift occurred with the issuance of UU no. 6 of 2014. This landmark legislation marked a turning point in the State's perception of villages, transforming them from mere recipients of development to empowered self-governing communities. This historical event underscores the strategic role of villages in the implementation of national development.

The recognition and subsidiarity principle, which are concrete and fundamental efforts in realising village independence, give great enthusiasm and authority to a village to develop its existing potential. UU No. 6 of 2014 concerning villages also constructs village authority in Article 18, which

includes authority in the village administration, implementation of village development, village community development, and village community empowerment based on community initiatives, origin rights, and village customs. As for Article 19, village authority includes (Kushandajani, 2015, p.73):

- 1) authority based on the right of origin;
- 2) village-scale local authority;
- 3) authority assigned by the Government, Provincial Government, or Regency/Municipal Government; and
- 4) other authorities are assigned by the Government, provincial Government, or regency/municipal government by the provisions of regulations.

Post the implementation of UU No. 6 of 2014, a village has transcended its previous status as a sub-division of the district government. It has now evolved into a self-governing community. This shift from the principles of decentralisation and residuality to the principles of recognition and subsidiarity has endowed villages with a mandate and limited strategic authority to regulate and manage their affairs.

Village development differs from village establishment (Chambers, 1988). Although establishing or building a village means rural development (inter-village) outside the village domain, the practice so far is that the State builds villages, which is pursued by employing intervention and the imposition of the State into the village, which weakens the village's existence. If building a village means that the State is at the front, as the leading actor who builds the village, then village building means village development that starts from behind. The State should stand behind the village to provide encouragement and support (Eko, 2014: 29). The position of the village has been considered weak due to several things, such as limited land area and resources owned (Maschab, 2013),

A village regulation was enacted at the same time as the concept of Sustainable Development, often referred to as the SDG, a concept originating from global agreements. The SDG concept has been recognised as the most comprehensive global agreement bridged by the UN, covering all aspects of development known to humanity. Indonesia has ratified it, referring to Perpres No. 59 of 2017.

The global evaluation of the SDGs shows that Indonesia is superior in policy support for all development goals. However, several areas need improvement in implementing activities, realising justice and security, and addressing participation issues among various parties. What has gone

unnoticed so far is that the village's contribution reaches 74 per cent of the achievement of the national SDGs. This remarkable statistic underscores the crucial role of a village as the backbone of achieving the SDGs. However, they should not have been considered a village (Halim Iskandar, 2020). Only in 2020, the Government, through the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, made a policy of Permendesa PDTT No 13/2020 regarding the priority of using village funds. This policy is directed to a village's total development through the SDGs Desa. The policy urges localising the global SDGs to the SDGs Desa according to a village's cultural conditions and needs.

The SDGs Desa provides a comprehensive framework for guiding village development. It encompasses at least 222 indicators, including 210 global and national SDGs indicators, and 12 elaborations of the 18 points of SDGs Desa. The first point, 'Villages without Poverty', aims to significantly reduce the poverty rate to 0% by 2030. This ambitious goal, while challenging, is not unattainable. It requires concerted efforts from the central Government, local Government, and village government, such as increasing the income of people experiencing poverty, ensuring access to essential services, and protecting the entire community from all forms of disaster. This goal underscores the potential of villages in Indonesia to overcome poverty and improve the welfare of its people.

Second, a village without hunger. This second goal targets the idea that by 2030, there will be no more hunger problems in villages and villages will achieve food sovereignty, improve nutrition, and promote sustainable agriculture. This goal aligns with Indonesia's development priorities, as stated in food security and job creation priorities. The achievement of the second goal of the SDGs, Desa focuses on ending all types of hunger in villages by 2030. It seeks to create food security to ensure everyone has good food security, leading to a healthy life. Achieving this goal requires improving access to food and increasing sustainable agricultural production, which includes increasing farmer productivity and income, developing technology and market access, sustainable food production systems, and adding value to agricultural production (Kemendes PDTT, 2020).

Third, a healthy and prosperous village. All health issues in the SDGs are integrated into one goal, namely goal number 3, to ensure a healthy life and promote well-being for all ages. There have been many health problems at the village level, such as maternal mortality (MMR) and infant mortality (IMR), controlling HIV/AIDS, TB, Malaria and increasing access to reproductive health (including family planning) and stunting. The development of the health and welfare sector is, of course, very dependent

on the active role of all stakeholders, both central and local governments, parliament, the business world, mass media, social institutions, professional and academic organisations, and development partners (Kemendes PDDT, 2020).

Fourth, quality village education. The development projections have attempted to comprehensively increase income for the rural poor, ensure villagers' access to essential services, and protect all villagers from all forms of disaster. The main goal of increasing income for the rural poor is to improve the quality of human resources (HR) in the village. The Indonesian Government believes that education is a form of investment that determines the nation's future. Education is required to improve the quality and competitiveness of village human resources (HR). Therefore, the village administration and the supra-village must ensure the availability and affordability of quality education services for villagers and easy access to education services (Kemendes PDDT, 2020).

Fifth, the involvement of women. This objective emphasises that the village administration, with the support of various parties, must be at the forefront of gender mainstreaming efforts. By 2030, the SDGs Desa aim to create conditions that place all villagers in a fair position, without discrimination against women in all aspects of life. In addition to providing fair treatment, equal opportunities in public affairs are opened for village women. The achievement of the SDGs Desa also requires the elimination of all forms of violence against women and children. Several indicators for achieving the SDGs Desa goals concerning gender are the availability of space and opportunities for women's involvement in village governance, both as village officials and in the Badan Permusyawaratan Desa (BPD); median age at first marriage for women; health services for women, education services for women; and the involvement of women in planning and implementing village development (Kemendes PDDT, 2020).

Sixth, villages with clean water and sanitation. Clean water and proper sanitation are basic human needs. For this reason, fulfilling the need for clean water, drinking water, and sanitation is a sustainable development goal. For the context of Indonesia, from 2015 to 2019, the percentage of households with access to safe drinking water, both in urban and rural areas, has increased. (Kemendes PDDT, 2020).

The next SDG's Desa point is a clean and renewable energy village. Energy is a driving force for the economy and a prerequisite for development. The availability of sufficient and affordable energy can support the fulfilment of basic needs such as food, health services, and quality education, which are crucial to support quality human development.

The provision of broader access to energy in remote areas and villages, where access to energy is minimal, has contributed to a significant increase in community income (Mursanti & Tumiwa, 2019).

Eighth, equitable village economic growth. Economic growth accompanied by equitable distribution of development is the main target of this SDG's Desa. It includes creating decent jobs and opening up new economic opportunities for all villagers. Indicators of the success of this goal include the absorption of village community members in the workforce, implementation of village cash labour intensive, which can absorb 50 per cent of the village workforce, and the creation of a workplace that provides a sense of security and is equipped with health service facilities (Kemendes PDTT, 2020).

Ninth, village infrastructure and innovation. Physical capital and human resources play an essential role in economic growth. The availability of physical capital is closely related to the availability of investment funds (Maryaningsih et al., 2014). In addition to infrastructure, the SDGs Desa also suppress the birth of innovation in villages in all fields, such as the economy, public services, and superior village products. The SDGs Desa uses several indicators of success that can be carried out by village and supra-village administrations, including reliable road conditions, pier/boat mooring, industrial growth in the village, and the contribution of industry to village economic growth (Kemendes PDTT, 2020).

Tenth, gapless village. The issue of inequality always accompanies development activities. Income and wealth inequality has become a global issue in recent decades; even in developing countries, the gap has increased to 11 per cent. The SDGs Desa aim to reduce and eliminate this gap by 2030. For this reason, the success of achieving this goal is measured by the village Gini coefficient, poverty rate, village development status, and the civil liberties index in the village (Kemendes PDTT, 2020).

Eleventh, safe and comfortable village settlement area. Settlements are basic human needs that must be met so that humans can carry out social and economic functions in society. This goal, until 2030, targets the realisation of inclusive, safe, strong, and sustainable villages, with several targets for achieving clean and healthy residential areas, creating environmental security through community self-help, and building the participation of all parties in village development (Kemendes PDTT, 2020).

Twelfth, environmentally aware village consumption and production. This goal is related to efforts to reduce the environmental impact on the earth through appropriate production and consumption patterns. Economic growth is an essential indicator of the welfare of citizens. However, the

economic growth created must consider sustainability. Indicators of the success of the SDGs Desa can be seen, among others, from village policies that regulate waste management in the business world, the occurrence of efficient use of natural resources, as well as household and business waste management efforts (Kemendes PDTT, 2020).

Next is the thirteenth point, namely, the climate change response village. Climate change is still a serious concern of the global community today. The SDGs Desa aim to help reduce the impact of global climate change, with several programmes that village administration can carry out by their main tasks and functions. The success of achieving this goal can be seen from several indicators, one of which is the disaster risk index in the village (Kemendes PDTT, 2020).

The Fourteen point is a village concerned about the marine environment. This SDG Desa aims to protect the coast and the ocean. The following indicators are used to measure the success of achieving this goal: village policies related to marine resource protection increased natural fishing, and the absence of illegal fishing (Kemendes PDTT, 2020).

Fifteen, land environment care village. In order to fulfil current needs and protect wildlife, indicators are used, including village government policies related to the conservation of biodiversity, green open land areas, and the number of endangered animals (Kemendes PDTT, 2020).

Then, the next point is a village's peace and justice. One of the SDGs, Desa, aims to create safe village conditions to ensure that village administration can work effectively. This SDGs Desa goal sets several targets that must be achieved by 2030, such as the absence of incidents of crime, fighting, domestic violence (KDRT), and violence against children; the preservation of the culture of gotong royong in the village; increasing the democracy index in the village; and the absence of human trafficking and child labour (Kemendes PDTT, 2020).

The seventeenth point is a partnership for village development. This partnership is critical to achieving village development goals. It is a means of implementing and revitalising village partnerships to realise all sustainable development goals because village development will only succeed optimally with the involvement of the relevant parties. It includes community leaders, youth, women, universities, the business world, village superintendents, village officials, and the Village Consultative Body (BPD). The SDGs Desa require good village partnerships with those actors, including partnerships with other villages or sub-districts. Only through partnership/cooperation can sustainable development be realised. (Kemendes PDTT, 2020).

The final point, an essential characteristic of the SDGs Desa, is dynamic village institutions and adaptive village culture. Village institutions are a very vital component in encouraging sustainable development. Therefore, village institutions must be strengthened to support sustainable development goals. The SDGs Desa strive to maintain local wisdom and revitalise and mobilise all elements of institutions at the village level. The involvement of all village elements and the vital functioning of village institutions in people's lives will support the life of diversity in a dynamic village and drive the achievement of the SDGs Desa.

Based on BPS data in 2018, Indonesia's population participation in social activities in the surrounding environment is significant, at 85.43 per cent (BPS, 2018). Categorised by place of residence, more rural residents participate in social activities than urban residents (88.56 per cent compared to 82.94 per cent). The three social activities that were most followed by the population aged ten years and over in the last three months were bereavement ceremonies (63.87 per cent), religious activities (61.87 per cent) and other social activities (46.82 per cent). To achieve the 2030 SDGs Desa, several indicators are used, including the sustainability of mutual assistance and cooperation activities, participation of religious leaders in village development activities, protection of the weak and orphans, preservation of village culture, and solving citizen problems based on a cultural approach. This 18th goal further shows the uniqueness of Indonesian village development where one of the essential keys to the successful implementation of the SDGs Desa is dynamic village institutions, including village government and village deliberations as the embodiment of the will of citizens and village community institutions (Kemendes PDTT, 2020).

Of the 18 sustainable development goals (SDGs Desa) that exist, there is new hope in the development process in the village. Suppose all the targets for achieving these goals can be achieved optimally. In that case, the village will undoubtedly become an essential key to the success of national development in various fields. However, reaching this stage is certainly not easy, and there are many challenges, including the political commitment of the village leadership and administration and village governance, which inevitably has to adjust and qualify human resources in terms of budget management and development planning.

The next challenge is collaboration. The current era no longer prioritises competition but collaboration. Indonesia currently has approximately 7,000 villages. Therefore, a collaborative ecosystem is needed to optimise achieving the sustainable development goals (SDGs Desa).

Collaboration between all stakeholders, central and local governments, parliament, the business world, mass media, social institutions, professional organisations, and academics will ensure achieving the SDGs Desa goals.

Penta-Helix Collaboration in accelerating the achievement of SDGs Desa

The focus is on accelerating the achievement of the SDGs Desa in villages throughout Indonesia. One of them that has been considered successful in implementing several pillars of the SDGs Desa is Ketapanrame Village, Mojokerto, East Java. Ketapanrame Village is a mountainous village located in Trawas District, Mojokerto Regency. Most of the people of Ketapanrame Village make a living in agriculture, animal husbandry and trade. The Ketapanrame Village is the farthest in Mojokerto Regency, which borders Prigen District and Pasuruan Regency. The distance from the village government centre to Trawas District is 0.5 km, and to Mojokerto Regency is 45 km. Ketapanrame Village is divided into three hamlets: Ketapanrame, Sukorame, and Slepi. This village, which has an area of approximately 345,460 HA in 2020 received an award as the best Bumdes in East Java Province with a total of 6 business units owned by Bumdes Ketapanrame, including:

1. Drinking water management,
2. Tank water management,
3. Management of environmental cleanliness,
4. Management of integrated stalls and cattle pens,
5. Management of village tourism; and
6. Management of savings and loans.

This realisation was achieved because of the success of the local Government in seeing and managing the existing natural potential, starting from the management of springs for the water needs of the surrounding community and the private sector in Ketapanrame Village. Seeing the extraordinary potential of natural resources, the village administration put forward a big plan for managing water resources in the RPJMDes 2012-2016, which was later realised by forming the *Badan Pengelola Air Minum* (BPAM). BPAM is a business unit that distributes clean water to the community, aiming to prosper the Ketapanrame Village residents.

BPAM's position in BUMDes is one of the four other business units, which are business potentials owned by Ketapanrame Village. Based on BPAM's goal setting to distribute clean water to the entire Ketapanrame

Village area and also various areas that need clean water, the BPAM target group is all houses of Ketapanrame Village residents with more than 1,500 SRs, villas, and hotel areas with 916 SR consumers. Establishing BPAM "*Tirto Tentrem*" is inseparable from the PAMSIMAS programme. However, due to the emergence of several problems and obstacles in the sustainability of its management, finally, in 2014, collaboration was carried out, especially with property, villa and hotel managers, so that BPAM continues to grow with a total annual income of 900 million to 1M more (Amanda, 2015, p. 9).

On the other hand, the successful management of village potential in Ketapanrame is the management of Ghanjaran Park tourism, which has had a significant economic impact on the surrounding community. Ghanjaran Park Tourism is one of the village cash lands managed by the Ketapanrame BUMDes Tourism sub-unit; this location is in Ketapanrame Hamlet, Trawas District, Mojokerto Regency, East Java Province. The construction of the Ghanjaran Tourism Park was planned for 2015 and realised in late 2018 through district financial assistance. Before the Tourism Park was built as it is today, the location was agricultural land managed by residents. The declining yields halted the management of this land, giving rise to several ideas outlined in village meetings to turn this location into a tourist destination.

In 2019, Taman Ghanjaran could only absorb workers and business actors, as many as 107 families, because there were only flower gardens and food courts. This has caused a polemic in the community, with many who want to participate but are constrained by minimal land. In mid-2020, the Village Head of Ketapanrame innovated to build an investment by the WahanaGames Joint Business Group. Through the community investment village meeting, funds amounted to Rp—3,800,000,000 (three billion eight hundred million rupiah) out of 432 heads of families. A game facility was established, with the provision that 1 (one) family head may only invest a maximum of Rp. 10,000,000 (ten million rupiahs) from the funds. 2020, the Tourism Unit absorbed as many as 870 family heads(<http://www.bumdesaketapanrame.com/2021/03/taman-ghanjaran.html>).

The successful management of Ghanjaran Park shows a need for commitment and cooperation between the community and the village leadership, which will add understanding and trust on both sides. Although community involvement is not entirely one village, it involves representatives from several communities. The intended community involvement is the initial planning through the *Musrembang*, deliberation with the community that next year will hold a specific programme of

activities. The community agrees upon it (Muhaimin, 2019, p. 10). According to the village head of Ketapanrame, the temporary *Karang Taruna* plays a role in helping to regulate parking and other innovations, such as managing or utilising unused goods or things. The youth groups in Ketapanrame Village are divided into several groups: a productive business group, a bird lover group, and a tourism management group.

Also, the management of Ghanjaran Park is inseparable from the contributions and roles of universities, the private sector, and the media. In 2020, the management of Ghanjaran Park in Ketapanrame village was able to compete and set aside around 750 villages from various regions in Indonesia to obtain PT Astra International TBK's CSR programme, which focuses on developing the village economy by trying to provide added value through training, mentoring, infrastructure assistance, capital, and off-taker search for superior products in rural areas.

In addition, from 2019 to 2021, contributions from various universities, such as UNESA, UB, and the University of Surabaya (Ubaya), through community service programmes, were also involved in assisting Ketapanrame Village to become a tourist village that can innovate and optimise regional potential. The media, playing a vital role in promoting Ghanjaran Park's existence every month, with around 5000-10000 visitors from various cities, has been instrumental in spreading the success story of Ketapanrame Village. This underscores the importance of the media's role in disseminating such success stories and inspiring other communities (Nyimas & Susanti, 2020, p. 158).

The portrait of the successful management of BUMDES based on village potential in Ketapanrame, Mojokerto, was undoubtedly built with a strong emphasis on collaboration. The village government and the district government, the community, the community-private sector, and the media all played a crucial role in this. Collaboration is the fundamental keyword for the success of achieving sustainable development goals in the Village (SDGs Desa). The presence of the penta-helix collaboration concept is the answer to the challenge of achieving sustainable development goals in the village in terms of collaboration.

The concept of penta-helix collaboration has now become an innovation and a new strategy to deal with problems at various levels of Government, both central and regional. In its development, many regions have implemented penta-helix collaboration strategies for multiple issues such as environmental problems, urban planning, disasters, and tourism, as well as the utilisation of MSME potential for economic sustainability in the community. In general, the penta-helix collaboration is a collaborative

activity between lines/fields consisting of academics/universities, business/corporate sector, community, Government, and media, otherwise known as ABCGM, which in this case is considered to accelerate the achievement of SDGs in the Village.

At first, the penta-helix element started with the triple helix, which only involved three actors, namely academics, business sector, and Government, which later in its development was added with one element, civil society (or communities), so that it became a quadruple helix, to accommodate people's perspectives, which has also become an integral part of innovation in today's 21st Century. Furthermore, the community element finally opens up opportunities for cross-disciplinary configuration, and networking frees "innovation" from economic considerations and goals and involves creativity as part of knowledge production and innovation (Muhyi et al., 2017, p. 417).

The quadruple helix concept was then added to an essential element in the pillars of our democratic and national life, namely Media. In developing the creative economy and solving various societal problems, the media (both conventional and social media) plays a significant role. However, it is still independent or indirectly affected by other aspects in carrying out their part or function (Safari & Asad, 2016, p. 9).

Talking about partnership or collaboration, the model of Mohr and Spekman (1994) is used to describe the penta-helix collaboration model among stakeholders:

1. It illustrates that specific processes associated with construction help guide the flow of information between partners and manage the depth and breadth of complex and dynamic interactions and exchanges between partners, acknowledging their mutual dependence and willingness to work for the continuity of the relationship. These attributes include commitment, coordination, interdependence, trust, and power.
2. It relates to communication, which emphasises that partnerships must be effective in establishing communication, including the quality of communication, sharing of information and participation in goals and planning.
3. Conflicts often occur in inter-organisational relationships because of their inherent interdependence between parties.

Given that several conflicts are expected understanding how they are resolved is essential. Conflict resolution can have a productive or destructive

impact on relationships. Thus, how couples resolve conflicts has implications for the success of the partnership process.

Concretely, several sectors collaborating in penta-helix have their respective roles and tasks synergising. First, academics on the penta-helix collaboration concept act as drafters. In this case, academics are sources of knowledge with the latest ideas and theories relevant to existing conditions. In the development process in the village, the role of academics and universities becomes important in providing constructive input and integrating the learning process and curriculum in village development.

For example, through the *Kuliah Kerja Nyata* (KKN) programme. The Real Work Lecture Programme is one of the concrete forms of integration of the educational curriculum that contributes to village development (Endah, 2021, p. 153). Moreover, in 2020, this commitment was demonstrated through the signing of a memorandum of understanding on the implementation and development of Villages, Disadvantaged Regions, and Transmigration Areas between the Ministry of Home Affairs, the Ministry of Education and Culture and the Ministry of Villages, Development of Disadvantaged Regions and Transmigration which includes a clause on resource development—human resources in the village.

Second, the private sector in the penta-helix model acts as an enabler. The private sector is an entity that carries out business processes to create added value and maintain sustainable growth. The private sector can act as an enabler to provide technology and capital infrastructure through existing corporate social responsibility mechanisms. Corporate Social Responsibility (CSR) is a form of commitment by companies or the private sector to contribute to sustainable economic development. It focuses on attention to economic, social, and environmental aspects (Ardianto, 2011, p. 34). In Indonesia, the obligation to implement CSR is regulated in UU no. 40 of 2007 concerning Limited Liability Companies and in PP No. 47 of 2012 concerning Limited Liability Companies' Social and Environmental Responsibility.

Based on this regulation, social and environmental responsibility is a form of the company's commitment to participate in sustainable economic development, as well as improve the quality of life and the environment that is beneficial to the company internally and externally, the local community, and society in general (Pranoto, 2014, p. 48). The role of the business world through CSR has the potential to accelerate the development of rural areas. CSR is essential for efforts to develop and empower rural communities, for example, by empowering women, SMEs, the environment, and health, all of which will support achieving the SDGs Desa goals.

In addition to the private sector, another actor that is no less important in the Penta Helix collaboration is the community on the Penta Helix model, which acts as an accelerator (Setya Yunas, 2019, p. 10). In this case, the community can act as an intermediary or become a liaison between stakeholders to assist the community. Especially amid the development and empowerment process in the village, which is currently based on community-based services, the community's existence becomes essential as a facilitator and accelerator. The community, the private sector, and academia can only move partially by involving the Government as a regulator and acting as a controller of regulations and responsibilities. In this case, it involves all activities such as planning, implementation, monitoring, control, promotion, financial allocation, licensing, programmes, legislation, development and knowledge, public innovation policy, support for innovation networks and public-private partnerships. The Government also has a role in coordinating stakeholders who contribute to accelerating the achievement of goals in the SDGs Desa. Finally, the media must be able to act as an expander. The press supports publications and carries out socialisation functions for the community (Setya Yunas, 2019, p. 11).

Conclusion

Collaboration, a key driver in achieving the SDGs, underscores the importance of inclusiveness and participation of all development stakeholders. The 2015 agreement, backed by 193 UN member states, highlights that the goals are not solely about the outcome of development, but also about justice and inclusiveness. The SDGs champion the realisation of human rights, non-discrimination, attention to the marginalised and disabled, and the active participation and collaboration of all development stakeholders: government, business, NGOs, universities, and the community. This echoes the fundamental principle of the SDGs, 'no one left behind'. This principle, at its core, ensures both procedural and substantial justice. In Indonesia, the penta-helix collaboration presents a new avenue to expedite comprehensive development in a village. The synergy between the five sectors offers a new hope for accelerating the achievement of SDGs in the Village. Village development is a shared responsibility; the government cannot act alone amidst the numerous potential and strategic aspects of the village that can be optimally utilised for the community's welfare.

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