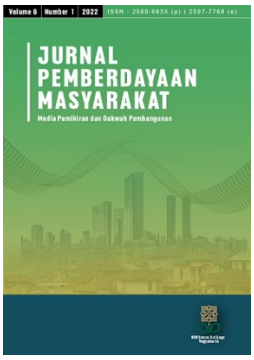

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Developing Border Area: A Study of the Village Internet Program in Kaliau Village, Sambas Regency

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ABSTRACT
The implementation of the village community empowerment program around the national border areas is faced a unique enviromenment with complex problems. The purpose of the study is to highlight the empowerment program and explore the supporting and inhibiting factors of the program. The type of this study was descriptive-qualitative. Data were collected through interviews, document searches, and observation. The collected data were then processed, analysed, and concluded. Results showed that the process of implementing the empowerment program started from with planning the program carried out by the village government and the community. Program planning was conducted using a bottom-up pattern, involving representatives from each community component. The program implementation was based on the bottom-up planning model as the main supporting factor for the effectiveness of the empowerment program. Through the program implemented, all components of society can meet their needs regarding internet-based information. The main obstacles to implementing the empowerment program are natural matters, such as wide-area coverage, uneven distribution of the population, and lack of resources for the program development. The success of the program can be achieved through community involvement in program planning based on full awareness of the community's needs for the program and structurally supported by the village government.

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Community Empowerment, Villages Around National Border, Village Internet Program.

Introduction

Kaliau Village is one of the villages in the category of a high contact area. National border areas with the type of high contact areas are characterized as follows: first, it is each territorial position between two states is a major territory; second, there is economic activity on both sides of the borders and population accumulation and service centres

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that serve the needs of the community between the two sides (Manik, 2018). Related to this circumstance, the implementation of the empowerment program in Kaliau VIllage, Sajingan Besar District through the Village Internet Program by a Village-Owned Enterprise (*Badan Usaha Milik Desa* – BUMDes) faces a unique environment because the program is carried out in a national border area with various complex problems (Lang & Fink, 2019; Arifin & Rupita, 2021). Common problems in border areas are isolation, illegal lodging, human trafficking, illegal cross-border trade, expensive goods and services, degradation of nationalism, low quality of human resources, uneven distribution of population, government policies that are not in favour of the community, lack of cross-sectorial coordination, and problems with access to public communication and information media (Mamiloto, 2017; Yuniarti, 2019). The regional government, especially the village government, plays an essential role in dealing with these problems (Anggraeni et al., 2021; Makahingide, 2021). The role played by the regional government is to realize programs that can increase community empowerment (Almasri *et al.*, 2014). The village government, through Village-Owned Enterprises, in running an empowerment program by providing internet services, needs to overcome the available problems by considering the opportunities and obstacles so that the empowerment program that is rolled out can have a multiplier effect on the community (Ariningsih et al., 2021; Voicilas & Certan, 2021).

Concerning this subject, the paper has been recognised in the existing studies, and practical attempts are continuously being undertaken. These studies utilised to look at the empowerment process carried out within the concept empowerment used as an analytical tool was the condition of the community development process, which consisted of three aspects: awareness, capacity, and empowerment (Suhud & Islami, 2020). Another research was driven by the existence of Village-Owned Enterprises in Ponggok Village, Klaten Regency which was running extremely well. The study's results showed that the growth in revenue earned was still more dominant by the women's groups' centre, not the regional women's groups that were fostered at the lowest level (Winarti, Saftri Endah, 2020). The regional government Organizations (*Organisasi Perangkat Daerah* –OPD) within the purview of the Special Region of Yogyakarta and the Civil Society Organizations (CSOs) as empowering institutions represent one of the best examples of practical empowerment. The study demonstrates that empowering institutions can be successful by cooperating with other partners to develop a paradigm of empowerment (Faidati *et al.*, 2021). Another study focused on the implementation of the village fund, the factors of the village fund policy's effectiveness, and the community empowerment model utilising the village fund in Bone Bolango Regency. According to the findings of the study, the policy of implementing village grants has failed to eliminate poverty (Sulila, 2020).

The researchers in this study emphasise the process of community empowerment via institutions, but they do not overlook the planning process for empowerment. A consideration for implementing an empowerment programme is the region's needs and possibilities (Arifin & Mulia, 2021; Dadang Mashur *et al.*, 2020; Oos M. Anwas, 2019). In order to alter their ways of thinking and behaving, it is crucial that communities along

the national boundary that face isolation have access to information as knowledge. The government must also communicate information regarding numerous policies that the people must be aware of. Similarly, the border region is a problem for Nawa Cita-related growth (Building the Nation from the Village). With the implementation of Law No. 6/2014 of Indonesia concerning Villages, Village-Owned Enterprises are progressively gaining a position from the government that allows them to fulfil their social and commercial responsibilities. If all goes according to plan, these businesses become a driving force for village development by providing the needy with grants, social assistance, and revolving funds, which are extremely beneficial for community empowerment.

In the process towards this goal, the problems faced in carrying out the empowerment program are the dynamic village environment (Angelidou & Psaltoglou, 2017; Cahyono et al., 2021; Suprastiyo, 2021) and the movement of business units that is relatively slow, so that the achievement of equal distribution of services is still not in line with expectations. Another problem is that the very high growth potential but not supported by adequate resources (Muhammad, 2016; Randell-Moon & Hynes, 2022; Subekti et al., 2018; Suherningtyas et al., 2021). This problem is a challenge for the Village-Owned Enterprises in undergoing the process of implementing the empowerment program. To analyse this difficulty, we proposed that the implementation of the empowerment programme must pass through seven steps or procedures. Those seven stages are as follows. The first is the preparation stage. This stage is related to the provision of quality human resources in the program's implementation. The second is the assessment stage. This stage is related to determining the right empowerment target. In this stage, the officer must determine the decision problems and their resources. The third is the alternative program planning stage. In this stage, the officer has a role as an agent of change, while the community is expected to be able to think of alternative programs that will be used so that the program can run effectively. The fourth is the action plan formalization stage. In this stage, change agents assist the group in determining programs that can overcome problems. The fifth is the program implementation stage. This is the implementation stage of the predetermined program. The sixth is the evaluation stage. This stage is the implementation of supervision either carried out by officers or the community as program targets. The seventh is the termination stage. This is the last stage because the community has been able to overcome the problems faced in carrying out the program (Handono *et al.*, 2020).

Community empowerment requires government officials or agents to emphasise that the empowerment process is lengthy. This procedure can be carried out effectively if the community participates actively and directly in all phases of the activity (Hamid, 2018, p. 110). There are three stages of empowerment that must be passed, namely the awareness stage, the capacity stage, and the empowerment stage (Ningtyas et al., 2020). Another distinction is the location of the research, which is the district of Sajingan Besar on the border between West Kalimantan and East Malaysia, where numerous problems

have been identified. In addition, the Village Internet empowerment initiative is the sole programme implemented in border regions. The program's implementers are capable of overcoming the many obstacles encountered when implementing the empowerment programme. This is a topic worthy of attention and investigation. This study intends to assess the process of empowering village communities and investigate the program's enabling and limiting elements in light of the above context.

Synergised and Collaboration within Stakeholders: Evidence of Existing Studies

Program management as a community empowerment process in the early stages carried out is problem identification or better known as assessment. After the problem identification stage (assessment) is conducted, it is continued with planning or designing programs, implementation, monitoring, and evaluation (Subqi & Albab, 2019). The problem regarding internet needs has become a common issue for the people of Kaliau Village. As conveyed by the chairman of local Village-Owned Enterprises, when the idea of the Internet Village Program was rolled out, the community highly welcomed it. Therefore, the Government of Kaliau Village apparatus enthusiastically sought to realize the Village Internet Program through the Village-Owned Enterprise as the executor. In the initial process of identifying the problem, it was not a problem for the people of Kaliau Village. For this reason, in the process of identifying the problem or program that would be planned, there were no obstacles at all.

Formally, the development plan process generally in Indonesia, particularly in Sambas Regency, refers to Indonesia's Law No. 25/2004 concerning the National Development Planning System. This law emphasizes that the National Development Planning System is a unified development planning procedure to produce long-term, medium-term, and annual development plans carried out by elements of government administrators at the central and regional levels by involving the community (Indonesia's Law No. 25/2004 concerning the National Development Planning System, 2004).

In addition, it is also emphasized that the National Development Planning System, which is also called the Development Plan Deliberation (*Musyawarah Perencanaan Pembangunan* – MUSRENBANG), consists of five approaches for the entire planning series, namely (1) political approach, (2) technocratic approach, and (3) participatory approach, (4) top-down approach, and (5) bottom-up approach (Indonesia's Law No. 25/2004 concerning the National Development. Planning System, 2004). The Village Development Plan Deliberation (*Musyawarah Rencana Pembangunan Desa* – MUSRENBANGDES) in Kaliau Village is carried out using two approaches, namely participatory and bottom-up approaches. In Kaliau Village, the community participates in formulating and planning programs. This also follows the provisions of Indonesia's Law No. 23/2014 concerning the Regional Government.

According to Indonesia's Law No. 23/2014 concerning the Regional Government, matters related to development planning have changed by following a paradigm shift in the development planning and implementation process. In the previous administration,

the development planning model applied was more likely to be centralized and top-down (Indonesia's Law No. 23/2014 concerning the Regional Government, 2014). Meanwhile, during the current reform order, it is more of a decentralized and participatory system with a bottom-up approach. Through this new approach, development planning and implementation can produce outputs aligned with community needs and synergize with government policies.

Material and Methods

This study was qualitative descriptive research that focused on the empowerment program process. This study described how the empowerment program process started from the planning aspect until reaching the implementation stage. In addition, it also explored the supporting and inhibiting factors of program implementation. The research location in this study was Kaliau Village, a border village of West Kalimantan-East Malaysia in Sajingan Besar District. This study was conducted for four months, from April to July 2021.

Data were collected through observation, literature study, documentation, and interviews. After that, the collected data were analysed and presented as the results of data analysis (Tohardi, 2020). First, observation was applied to obtain a factual condition in implementation of village internet programme in Kailua Village. This observation was conducted by understanding of rural people in border area how they are implementing such programme, including personal daily activities, management of BUMDes activities, apparatus village activities, and public services giving to local people. We applied a non-participant technique at comprehension of participants' activities to this field investigation. In this approach, it utilised to support of data analysis even particularly. Second, we was employed literature references to search others information sources, which achieves the regulation regarding village internet programme by library study including journals, books and policy report. Third, statistical data documentation, including certain budget village-related data, was compiled to complement this project. Fourth, interviews with three stakeholders obtained through purposive sampling. Regarding participation categories within their respective roles, this method was selected, namely headman, village secretary, and chairman of BUMDes. Each participant was questioned in an unstructured session lasting between 45 minutes and one and a half hours. The interview was also conducted with each participant in the office village, according to their respective schedules. It has been designed to obtain data about research needs. Every interview is recorded word-for-word, followed by analysis and interpretation.

The analysis of data has been undertaken since the beginning of research, even early after the identification of the research topic. This procedure differs from quantitative research, which places analysis at the end of the study process. In addition to planning, implementing, monitoring, and assessing, data analysis is undertaken by shortlisting and

selecting data relevant to the village internet programme issue. This research equated all data and information without distinction. In other words, no data can be considered determinative because all data are complementary. Each rule governing the development of a border zone applied to a particular factual scenario, whereas this circumstance was turned into a new term of values and means. Therefore, the goal of the analysis was to comprehend all terms underlying actions or activities.

Results

During field observation, the researchers focused on three aspects that were studied in more depth, namely planning, implementation, and the supporting and inhibiting factors of the program. The two aspects are identified as significant in developing human resources for developing village business programs at the awareness stage. The researchers did not study the aspects of developing village business models through information technology as other researchers do (Cavalcante et al., 2021; Mendes et al., 2020).

Bottom-Up Planning of the Village Internet Program

According to the statement of the Head of Village, in following up on planning between the community and the village government, issues related to Village-Owned Enterprises, such as financing and fixing resources, were conveyed at the Village Development Plan Deliberation.

The initial process of this deliberation mechanism starts from the lower level, namely the village. The village is required to carry out the Village Development Plan Deliberation by involving all components or elements in the village, aiming at formulating priorities for village development activities. After the village has succeeded in formulating the priorities for development activities, those activities are proposed to the next level, namely the district level, for further processing and discussion, involving the Head of Village, the Head of Village Consultative Body (Indonesian: *Badan Permusyawaratan Desa* (BPD)), all elements of leadership at the district level, and several elements of leadership from the regency level.

To integrate development planning into the regional development system, all villages within Sambas Regency, including Kaliau Village, must prepare development planning documents through the Village Development Plan Deliberation. In line with the foregoing, the Head of Kaliau Village provided the following information.

> "The initial process of the Village Development Plan Deliberation is to gather ideas and aspirations from community members regarding prioritized activities and what is needed by the community carried out by each hamlet in each village. This activity is led directly by the respective hamlet heads in the village. Those who attended this activity are the Heads of RT/RW, community figures, religious figures, traditional figures, youth organizations, businessmen, NGOs, and farmer groups. Only after the Hamlet Development Plan Deliberation is carried out, the Village Development Plan Deliberation can be conducted. After that, it is con tinued by the Development Plan Deliberation at the district level."

Based on the information conveyed by the Head of Kaliau Village above, it can be seen that before the Village Development Plan Deliberation is held, the Hamlet Development Plan Deliberation must be first held to explore ideas and aspirations from community members, especially concerning development activities that should be prioritized and become the needs of the community. Furthermore, the Secretary of Kaliau Village added more information as presented in the following.

> "There are many issues that have been proposed to be discussed at the village level. However, many of them have not been discussed. In addition to reasons for limited funds, it also seems that those discussed at the village level tend to be issues that have not been approved in the previous proposal period. Therefore, what is proposed from year to year is almost similar."

After the Development Plan Deliberation at the hamlet level is held, it is continued with the Development Plan Deliberation at the village level. The Village Development Plan Deliberation aims at accommodating and setting priorities for community needs obtained from plan deliberations at the level below the village. Those prioritized activities at the village level are financed through the allocation of village funds from the Regional Revenues and Expenditures Budget (*Anggaran Pendapatan dan Belanja Daerah* – APBD) and non-APBD. Furthermore, the objective of the deliberation is to determine the priority of activities to be proposed in the Development Plan Deliberation at the district level.

The Village Development Plan Deliberation is facilitated and led directly by the Headman and attended by village officials, Village Consultative Body, Village Community Empowerment Agency (*Lembaga Pemberdayaan Masyarakat Desa* – LPMD), hamlet heads, community figures, traditional figures, academicians at the village level, village facilitators (village technical personnel), youth groups, entrepreneurs, and others. The meeting is also attended by several influential people, such as the Head of the District (or those who represent him), Head of Program Coordination, Head of Service Branch, or facilitators (Technical Implementation Units) at the district level.

In terms of planning for the allocation of village funds (*Alokasi Dana Desa* – ADD) in Kaliau Village, which involves almost all components of the community (i.e., the Headman and his apparatus, the Head of the Village Consultative Body, the Head of the Village Community Empowerment Agency, the Head of the Women's Group, the Heads of the Hamlet, the Heads of RW/RT, community figures, traditional figures, and others), it shows that community empowerment efforts through planning the allocation of village funds for the development of the Village Internet Program have been outstanding.

For example, the decisions at the Village Development Plan Deliberation carried out on July 11, 2019, are as follows. (1) Discussing plans and targets for activities to be financed from the allocation of village funds, both for financing public services and community empowerment and for financing village government operations. (2) Discussing and compiling the Village Budget Plan for the 2019 Fiscal Year. (3) Preparing

a list of planned activities for being covered in the allocation of village funds. (4) Developing and discussing community self-help plans to support planned activities. (5) Establishing the Village-Level Implementation Team that manages the allocation of village funds (Central Bureau of Statistics for Sambas Regency, 2018; Results of Interview, 2020). As we can see from the decision above, although the plans and targets for activities financed from the allocation of village funds are divided into several parts, they do not directly support the full empowerment program that will be carried out.

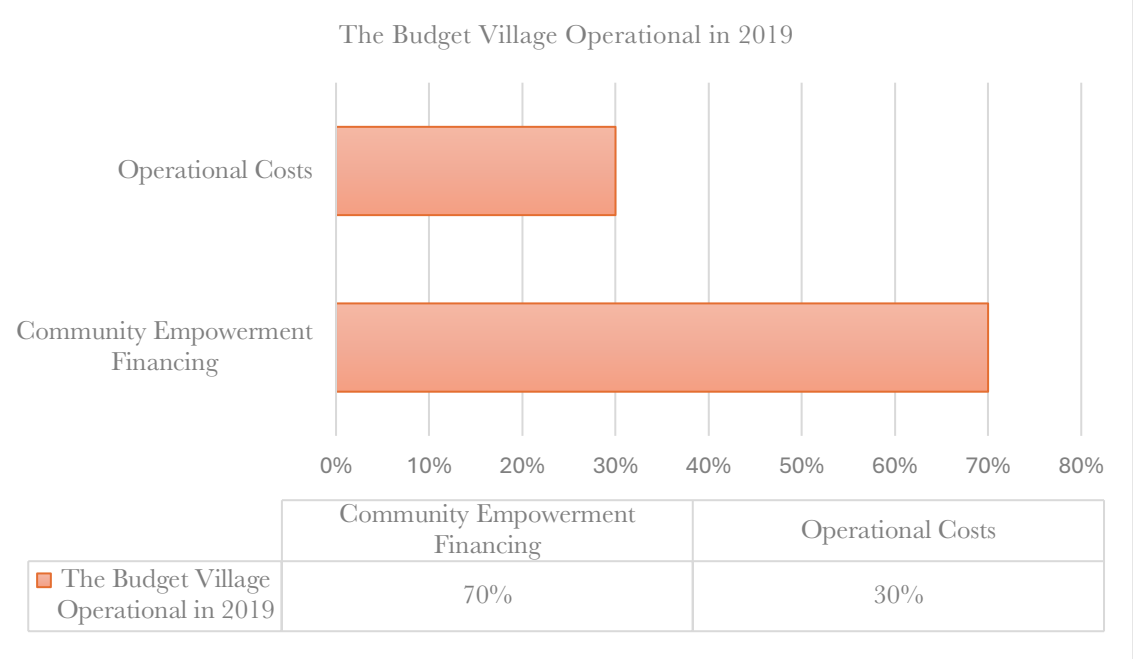

Figure 1. The Budget Village Oprational in 2019.

Broadly, the plan for the use of village funds for the 2019 fiscal year (i.e., 30%) in Kaliau Village is for operational costs of Village Government (70%) and Village Consultative Body (30%). Concerning the operational costs of the Village Government (70%), most of them (50%) is used for the incentive costs of the Headman and village officials. In addition, the cost of procurement of Headman office inventory is 22%. Meanwhile, other operational costs, such as meeting costs and maintenance of the Headman office inventory, are 18% and 3%, respectively. Apart from that, the operational costs of the Village Consultative Body are 30%. Its planned utilization, most of them (50%), are for the incentive costs of the management of Village Consultative Body. In addition, 20% is for inventory procurement costs of Village Consultative Body. The rest is used for meeting costs, other operational costs, and the cost of purchasing office stationery, which amounted to 15%, 10%, and 5%, respectively (see Figure 1).

Furthermore, the planned use of village funds for the 2019 fiscal year (i.e., 70%) in Kaliau Village is generally used for the empowerment program, significantly to stimulate and maintain the Village Internet Program. In addition, the other program that is of

concern is the improvement of public facilities on a small scale, such as the rehabilitation of the Village Office, the provision of food security, the improvement of the environment and settlements, and others that are considered important (Central Bureau of Statistics for Sambas Regency, 2018; Results of Interview, 2020).

The Implementation of the Village Internet Program

The Village Internet Program run by the Village-Owned Enterprises of Kaliau Village is highly appropriate and necessary because it is in line with the needs and strategic interests of the village (Oos M. Anwas, 2019). The Village Internet Program is also a service that is becoming a current trend in opening up sustainable economic development and stimulating community cohesion (assimilation) (Steiner & Teasdale, 2019). It covers two aspects (i.e., namely sustainable economic development and community integration), which are crucial problems in the village. This is because the condition of the village is in the widest district in Sambas Regency. Therefore, the range of services is experiencing distance constraints. This distance barrier is one of the challenges for the Village Government in encouraging active community involvement in program implementation. One dimension that the government highly emphasizes in terms of empowerment is community involvement. The community is encouraged and asked to facilitate and succeed in the running of development programs through their involvement (both physically and non-physically) in implementing the programs. For this reason, community involvement in implementing the programs is one of the strategic dimensions of empowerment to realize development plans that have been made previously.

Previous studies conducted by Islah Islami, Syafitri, or Nur Fakdatimu showed that community participation is an important factor in the success of empowerment programs. Conversely, if the participation of the Village Government is good but not supported by community participation, the implementation of the empowerment program will not go well (Sulila, 2020). The success of the Village Internet Program is not only supported by strong participation from the community but also by the Village Government and the private sector. Therefore, the community, the Village Government, and the private sector must mutually strengthen each other so that the program that is rolled out runs well. Based on the results of interviews, the researchers found that the involvement of these three parties was good, as indicated by the processes of identifying problems, planning, and implementation, which went well. The success of the empowerment program is highly determined by the mutually reinforcing roles of policymakers, stakeholders, and the community. The role of the Village Government is to provide facilities and infrastructure, organize services, and improve service quality. Besides, the role of the private sector is to support the necessary facilities and infrastructure and to be part of developing the program. Furthermore, the role of the community is as program beneficiaries in supporting capacity development (Kurniawan & Rohendi, 2021).

Bangkat Barage—the name of a Village-Owned Enterprise in Kaliau Village— was established in 2019 based on the Sambas Regent Regulation No. 33/2018 concerning Village-Owned Enterprises. The purpose of establishing the Village-Owned Enterprise is to increase the utilization of all economic potential, economic institutions, and the potential of natural resources and human resources to improve community welfare (Sambas Regent Regulation No. 33/2018 concerning the Implementation of the Village-Owned Enterprises in Sambas Regency, n.d.). The supporting legality of the establishment of Bangkat Barage Village-Owned Enterprise is Village Regulation No. 5/2019 and Decision Letter No. 14/2021 concerning Management Appointment as Efforts to Refresh Human Resources. Other supporting aspects are the Minutes of the Establishment of the Village-Owned Enterprise, Articles of Association, Village Regulations for Equity Participation, Minutes of Transfer of Assets, the Bank Account of the Village-Owned Enterprise, and the Taxpayer Identification Number (Indonesian: *Nomor Pokok Wajib Pajak* (NPWP)). In 2020, the Government of Kaliau Village appointed new management as a refresher in running service businesses. This new management is stated in the Decree of the Head of Kaliau Village in 2020 regarding the Re-appointment of the Management of the Village Owned Enterprise in Kaliau Village. Some of the considerations that became the basis for its issuance are to increase the utilization of economic potential & economic institutions and to spur the welfare of rural communities. In the decree, the management of Bangkat Barage Village-Owned Enterprise consists of the chairman, secretary, treasurer, head of Riam Rasap Tourism Business Unit, head of Village Internet Business Unit, and supervisors (Decree of the Head of Kaliau Village No. 14/2020 concerning the Appointment of the Management of the Village-Owned Enterprise in Kaliau Village, 2020).

Based on the decree, it can be seen that Bangkat Barage Village-Owned Enterprise has two business units: the tourism business unit and the village internet business unit. In its development, the Riam Rasap Tourism Business Unit does not develop and experience a drastic decline in business due to the COVID-19 pandemic. Meanwhile, the Internet Village Business Unit persists and shows a growing trend. The Village Government, utilizing the 2019 Village Fund, provides a special building for the Village Internet Business Unit. The location of this building is quite strategic which is easily accessible by the community. Customers of this business unit are not only residents of Kaliau Village but also neighboring villages, namely Sebunga Village. In the building, two administrators are placed to serve customers and manage the unit's finances. These administrators attend according to working hours, namely 08.00-15.30. A bandwidth of 45 Mbps supports Bangkat Barage Village-Owned Enterprise in running the internet village services. The number of customers served from the private sector or entrepreneur is four people. The total number of houses becoming partners is 27, subscribing to a monthly voucher. The service area based on the fact in the field covers one village. However, due to the close distance between villages, residents from two neighboring villages also become customers of this unit, namely Sebunga Village and Sanatap Village. The number of access points that have been operating for the public is 1 public IP. In

addition, the number of fibers to the home (FTTH) is 31.

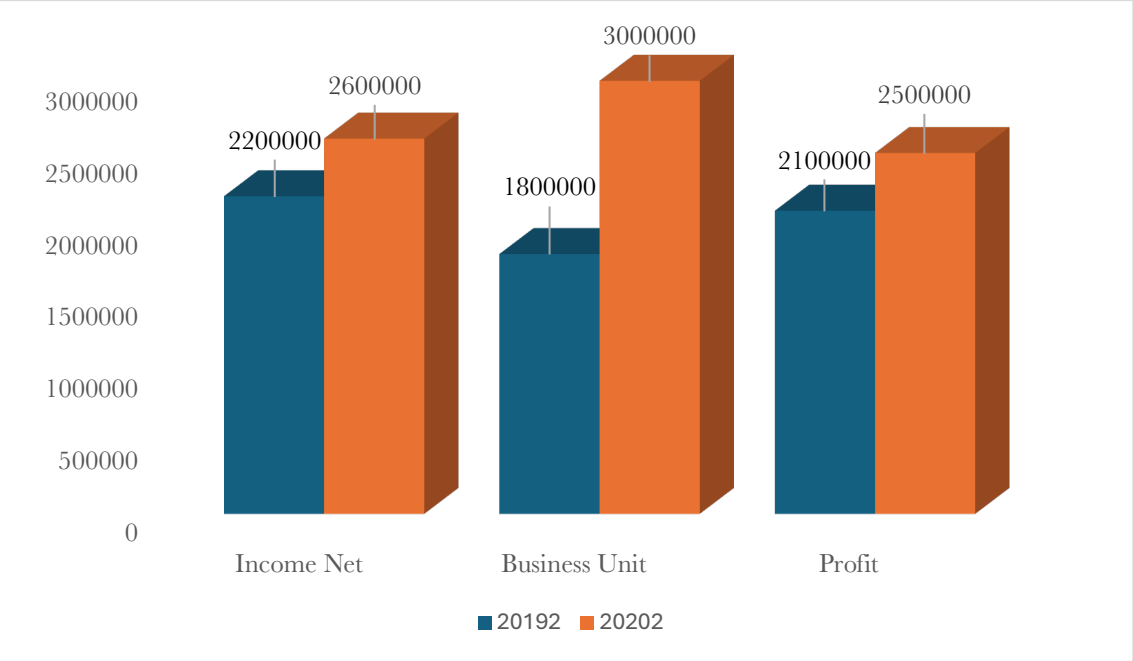

Figure 2. The Average Income of BUMDes Before and After the Empowerment Program.

The income for Bangkat Barage Village-Owned Enterprise varies every year. In 2019, net income/profit was 22 million IDR from two business programs that have been running. Meanwhile, in 2020, the average profit earned was 26 million IDR. If calculated on average in 2019, the business unit earned a profit of 1.8 million IDR. Meanwhile, in 2020, it received an average profit of 3 million IDR. This calculation is obtained from the researchers' analysis of the financial statements of the overall profit for each year. If calculated, the monthly income ranges from 2,100,000 IDR to 2,500,000 IDR. If observed closely, the profits obtained from the business carried out are quite adequate because the business unit is still relatively new, only developing for about two years (see Figure 2). Based on the results of the field data above, the Village Internet Program has been going well because human resources, facilities and infrastructure, the attitude of the implementers, and the private sector have supported the effectiveness of program implementation (Ahmad *et al.*, 2021). The standpoint of the Village Government and the private sector that supports the realization of the Village Internet Program by providing human resources, facilities, and infrastructure is the main factor in the successful implementation of the program. On the other hand, if the attitude of the implementer or Village Government is not in line with the planned program even though the legal aspect supports the empowerment program will not run effectively (Djiko & Subardi, 2020). At the stage of the program implementation pattern, there is a difference in the pattern of empowerment in the studies conducted by Islah Islami and Muh Abu Suhud focusing on

the empowerment institution, namely Islamic boarding schools in implementing the program. Their studiesound that the institution played a more dominant role as a liaison partner with empowered community groups (Abu Suhud & Islami, 2020). Likewise, in studies conducted by Syafitri Endah Winarti and Herawati, the empowerment institution (i.e., village-owned enterprises in Ponggok Village) partnered with the Women's Group in increasing group income (Winarti, Saftri Endah, 2020). In contrast with their findings, this study recognizes that Village-Owned Enterprises are standing alone in implementing its empowerment program.

In the aspect of the cause of the successful implementation of the program, there are similarities with previous research, such as the study conducted by Islah Islami and Abu Suhud at the stage of the empowerment process (i.e., awareness). At this stage, the empowering institution (Village-Owned Enterprises) or empowerment facilitator succeeded in enlightening the community regarding the desired target so that the target group and the empowering institution jointly realize to change the situation for the better. This factor is the main driving force in encouraging the program's success.

In other previous studies, Syafitri Endah Winarti & Herawati and Nur Faidatimu *et al.* did not notice the empowerment process at the awareness stage. These two researchers directly looked at the enabling aspect (capacity). Syafitri focused on how Village-Owned Enterprises in Ponggok Village assist the Women's Group, while Faidatimu *et al.* focused on how the empowering institutions (the Regional Apparatus Organization and CSO or Muhammadiyah/Aisyiah) is taking concrete steps to MSMEs affected by COVID-19 by providing facilities/ infrastructure, accommodating various suggestions/inputs, and protecting/ defending the interests of MSMEs.

A study conducted by Ismet Sulila regarding the implementation model of village fund policies as an effort to empower rural communities went through complete stages: planning, distribution, implementation, transparency, accountability, and supervision. However, the study did not clearly explain the planning process. In contrast, this study clearly explains the planning to implement the program. In addition to the different depths of research on planning, the results of the research conducted by Ismet Sulila showed that the participation of the Village Government is strong but not matched by strong community participation, thereby becoming an inhibiting factor in the implementation of empowerment programs.

Supporting and Inhibiting Factors for the Empowerment Program

The Village Internet Program run by the Village-Owned Enterprise in Kaliau Village faces supporting factors and inhibiting factors. Based on the research, there are four main supporting factors for the program: the attitude of program implementers, strong participation between the village government and the community, and available basic resources.

The attitude of program implementers from the Village Government is fully supportive as a driving force for the Village Internet Program. The attitude of program

implementers is reflected in policy actors' willingness, desire, and tendency to realize the planned program (Satria *et al.*, 2021). The Village Government has always been a pioneer by moving the community together to formulate the planned program by holding several village meetings to gather strength in realizing the program. It is as stated by the chairman of Bangkat Barage Village-Owned Enterprise in the following.

> "The Village Government is so excited to turn on the Village Internet Program because the unit of the Village-Owned Enterprise that handles the waterfall is not growing because of the impact of the COVID-19 pandemic. The Village Gov ernment has prepared everything, including the basic capital and manpower so that this Village-Owned Enterprise can still run until now."

The statement from the chairman of Bangkat Barage Village-Owned Enterprises is strengthened by the statement of the Village Secretary in the following.

> "We are trying to allocate village funds for the realization of the Village Internet Program due to the strong will of the community. This desire of many people is our motivation to make it happen."

Based on the statement from the chairman of the Village-Owned Enterprise and Village Secretary above, it can be said that the needs of the community and the willingness of the Village Government make the Village Internet Program managed by the Village-Owned Enterprise able to run well. An important factor in the implementation of empowerment programs to be able to run well is the willingness of the community to participate in empowerment programs in both problem identification and program planning (Julianto, 2020).

The difference between this study and those conducted by Islah Islami & Abu Suhud and Syafitri Endah Winarti regarding participation in empowerment is that participation in this study focuses more on community participation as the target group in running the program, while those two studies focused on participation carried out by third parties, namely partners in empowerment programs. Although there are differences in the aspect of participation, the similarity is that participation is an important supporting factor in the implementation of empowerment programs.

Another supporting factor for implementing the program is the availability of the main basic resources, namely human resources, staff, funds, facilities, and infrastructure. Based on the results of field research, these basic resource factors make Village-Owned Enterprises able to be run according to standards, meaning that the implementation of the Village Internet Program runs with existing resources but does not show service innovation and other service development. The inhibiting factor in implementing the program is the regional barrier, namely the area that is too large with an uneven population distribution and minimal resources for implementing the program.

The area of Sajingan Besar District is about 21.75 percent of the total area of Sambas Regency. Kaliau Village is the third largest village of the five villages in the district. Administratively, Sajingan Besar District is bordered by Paloh District and Sarawak

(Malaysia) in the north, Sejangkung District in the south, Paloh and Galing Districts in the west, and Sarawak (Malaysia) in the east. In addition, Kaliau village in the east is bordered by Sarawak (Malaysia) (Central Bureau of Statistics for Sambas Regency, 2021). This strategic position with the wide coverage area of the empowerment program which is only supported by a limited internet capacity of only 45 Mbps is a natural obstacle that is quite formidable.

Another natural obstacle is the highly uneven distribution of the population. The total area of Kaliau Village is around 19.74 km^2. The number of hamlets is 5 units. The total population is 2,244 people. Therefore, the population density per hamlet is around 449 km^2/hamlet or 11 km^2/person (BPS Kabupaten Sambas, 2021). This condition requires good governance. In addition, a complete governance structure and area arrangement supported by good information systems become an obligation. The Village Internet Program initiated by the Village Government together with the community is a very appropriate answer in overcoming the problem of the uneven distribution of the population in accessing public information. Another obstacle is the lack of resources involved in program development. It is as stated by the chairman of the Village-Owned Enterprise in the following.

> "The Village Internet Program has a lot of potentials. Other institutions, such as Indonesia's Ministry of Communication and Information and BRI have of fered programs for the development of the Village-Owned Enterprise. Ministry of Communication and Information has trained several village youths about in formation technology, such as web design and other programs offered. BRI offers to partner as Teras BRI in Kaliau Village. The programs offered by the two insti tutions were not followed up due to limited human resources willing to manage them. This causes Village-Owned Enterprises going nowhere."

Based on the statement from the chairman of the Village-Owned Enterprise above, he informed that Bangkat Barage Village-Owned Enterprise has the potential to develop with many partners who are willing to cooperate. Previous studies have shown that by partnering with a third party, a program can be easier to run or develop (Abu Suhud & Islami, 2020; Faidati *et al.*, 2021).

Discussion

The program planning in the context of implementing the Village Internet Program in Kaliau Village is running effectively based on the awareness of the community and the Village Government concerning the needs regarding that kind of program. In the process of establishing an empowerment program, some stages can be passed easily, namely the awareness stage. This awareness stage is the first stage that must be passed in the empowerment process. Likewise, the empowerment process is easily carried out if the programs are designed according to the target community's needs.

During the implementation of program planning, the Village Government and the community together act as agents of change because they think about how the program

has been designed to run effectively. In addition, the planning carried out at the hamlet, village, and district levels does not experience obstacles because all representatives of the community components are involved. These representatives of the community component then convey information related to program planning. This planning flow makes the planning process run effectively.

Apart from that, the program's implementation also runs effectively because the Village Government can provide all supporting elements for the program's effectiveness. The components that determine the success of program implementation are the available resources, such as human resources, staff resources, material, the attitude of program implementers, and a supportive village government bureaucratic structure. The Village Government has prepared the main basic facilities and infrastructure with the support of the community as the target group. The results of the implementation of the program can run because all people can enjoy the necessary internet needs. However, the fulfilment of internet needs can only be enjoyed by people who are at the main point of the border area, namely on the side of the border area, because there is a build-up of occupation, and that location becomes the centre of economic activity and services.

Although the program can run effectively at the planning and implementation stages, there are several weaknesses, namely program evaluations that have not been carried out intensively and passive program development. Program evaluation which is one of the stages of the empowerment process after implementation does not run optimally. The evaluation stage is only limited to checking files and operationalizing routine activities. Likewise, it also happens in the program development. On the one hand, the partnership opportunities offered by other institutions in program development are so wide open. However, due to limited human resources, the opportunity for program development is not utilized properly.

In this study, researchers found that the effectiveness of an empowerment program can be decided by a high level of awareness between the Village Government as a motivator and facilitator and the community as the target group during the development and implementation phases of the program. The Village Government and the community must actively participate in the program formulation and planning process. During the implementation of the program, Village-Owned Enterprises, in addition to providing facilities and infrastructure, must also encourage the community to take advantage of the services provided. From this discussion, further studies are recommended to explore the topics related to the development strategies of the empowerment programs.

Conclusions

The community empowerment process through the Village Internet Program in Kaliau Village, Sambas Regency begins with a bottom-up planning process. The planning process is very effective because all community components are involved in plan

deliberations based on awareness of the need for empowerment programs. The planning starts from the hamlet level, known as the Hamlet Development Plan Deliberation. The Village Development Plan Deliberation follows it at the village level. The gathered ideas are then brought into the Development Plan Deliberation at the district level. Furthermore, village government officials also act as facilitators in all planning processes.

The implementation of the empowerment program has been quite effective in terms of time, place, and available resources. The Village Government acts as a motivator and facilitator by providing resources, basic facilities & infrastructure for program implementation. As a result of the program's implementation, all people in the community can enjoy internet-based information.

The main supporting factor for the empowerment program is public awareness of the need for the internet, which is motivated by the remoteness of the national border area and supported by the will and attitude of the village government apparatus in making it happen. Meanwhile, the inhibiting factors are natural barriers, namely the coverage area that is too wide and the uneven distribution of the population. Those facts result in inequality in service. Another inhibiting factor is the lack of human and material resources in developing empowerment programs to expand the range of services and types of the program provided.

Based on this study's results, suggestions are the need for an intensive program evaluation. Program evaluation is one of the most important empowerment processes. In addition, it is necessary to develop implementing human resources so that they can develop types of services that will be able to reach a broader range of services. The recommendation of further research is the strategy of human resources development. It is in order to acquire more.

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