

Evaluation of the "*Manggang Utus*" Village Movement Innovation Program in the Education Sector in Murung Raya Regency

Perdie Midel Yoseph¹, Agus Heruanto Hadna², Pande Made Kutaneegara³,
Hakimul Ikhwan⁴

^{1,2,3,4}Universitas Gadjah Mada, Yogyakarta, Indonesia

Email: hadna@ugm.ac.id

Abstract

Gerbang Desamu which is stand for "*Gerakan Membangun Desa Manggang Utus*" is a policy innovation for the strategy program for accelerating village (kelurahan) development in Murung Raya District. The regional policy innovation at Gerbang Desamu is a grassroots innovation that holds the local wisdom values of the Huma Betang of the Dayak Tribes. The Gerbang Desamu Movement aims to accelerate the development of villages/kelurahans in Murung Raya Regency, especially in alleviating stupidity. This study aims to determine policy performance, policy efficiency, and local wisdom values in the policy innovations of the Gerbang Desamu program. This research focuses on exploring the production of knowledge and information on the innovative practices of Gerakan Desamu at the empirical and practical levels. This study is a mixed method research with a sequential explanatory mixed-method approach. The study results show that the performance of the Gerbang Desamu program has not been optimal. In terms of accessibility and reach to the broader community. This can be seen from the level of public understanding regarding the Gerbang Desamu policy innovation which is not evenly achieved. However, as a program, Gerbang Desamu is quite effective in achieving the program's objectives. Achievement of program objectives in the form of increasing the accessibility of community education, especially for children from underprivileged families. In addition, the internalization of local wisdom values in the Gerbang Desamu policy innovation is a unique success to be achieved in grassroots policy innovation. The values of togetherness, honesty, equality, and tolerance are local wisdom values that underlie grassroots policy innovations in the Gerbang Desamu program.

Keywords: Policy Innovation, Gerbang Desamu, Policy Diffusion, Local Wisdom Policy.

----- ◆ -----

A. INTRODUCTION

Policy innovation is a topic that has been studied by a number of researchers (Walker, 1973; Savage, 1985). Policy innovations that refer to aspects of the regional context are an interesting study to study. Morisson & Doussineau (2019) explained that there is no "one-size-fits-all" regional policy innovation, so it is necessary to formulate the policy by looking at aspects of regional characteristics. Although it is interesting to study, a number of studies related to policy innovation are dominated by the success factors of policy innovation (Mintrom, 1997), at the best practice level (Wessner, 2013), to the implementation of policy innovation (Aalbers, Luttik, De Haas, & Pijls, 2015). Referring to Jordan & (2014) Huite, the policy innovation theme includes three vital aspects, including the invention process, diffusion, and evaluation. Evaluation of policy innovation focuses on the impact resulting from the process of policy innovation.

Regarding policy innovation in the Indonesian context, the government through Government Regulation (PP) Number 38 of 2017 concerning Regional Innovation has mandated innovation efforts to optimize regional potential (2017). Regional innovation is defined as all reforms in government administration. Policy innovations that encourage regional innovation are efforts to improve people's welfare in a region (Sofianto, 2020). This is due to the ability of policies/programs to respond to policy problems that occur in society (Sururi, 2016). This success is very dependent on the region's capability to formulate programs that are in accordance with the region's characteristics and potential through services and program renewal (Bahrudin, 2017). One of its manifestations is through the initiation of regional innovation based on local wisdom (Makalalag, Sukoharsono, & Djamhuri, 2020; Negara, 2011).

One of the regional innovation practices that have taken place is the Manggatang Utus Village Building Movement (Gerbang Desamu). Gerbang Desamu is a strategic program to accelerate village(kelurahan) development in Murung Raya Regency as an effort to make Murung Raya free from poverty, stupidity, and isolation. The Gerbang Desamu movement focuses on eight areas including education, health, facilities & infrastructure, economy & production, administration, tourism environment, women's empowerment, and socio-culture. In the education sector, policy innovation aims to eradicate ignorance, especially in the community development index indicator in the form of educational participation. The Gerbang Desamu public policy innovation for alleviating ignorance in Murung Raya was designed and implemented based on the values of the Dayak Huma Betang.

The regional policy innovation of Gerbang Desamu is a grassroots innovation that holds local wisdom values. Grassroots innovation is a result that emerges from an innovative process which is at the base of the pyramid where this process occurs due to needs, difficulties, and challenges (Hilmi, 2012). Innovation has a flexible nature where its emergence can originate and grow from the grassroots community (Halvorsen, Hauknes, Miles, & Røste, 2005; Seyfang & Smith, 2007). The grassroots innovation movement is carried out as an innovation process that encourages social inclusivity toward local communities in terms of knowledge, process and results (Smith, Fressoli, & Thomas, 2014).

The implementation of grassroots-based policy innovations needs to be captured from the point of view of innovation diffusion. The diffusion of innovation consists of three main concepts including innovation, diffusion, and adoption (Rogers, Singhal, & Quinlan, 2014). In the implementation process, the diffusion of innovation that occurred in the Gerbang Desamu Movement was grassroots innovation and the local wisdom value of the Dayak tribe, namely Huma Betang. The values of Human Betang's wisdom include the values of togetherness, honesty, equality, and tolerance (Pelu & Tarantang, 2018; Apandie & Ar, 2019). This value is sought to be internalized in the Desamu Movement in order to overcome existing social problems by looking at the characteristics and potential of the region.

The Gerbang Desamu Movement aims to accelerate village development in Murung Raya Regency. However, after nearly eight years of implementation, this program has not achieved its primary goal of increasing the welfare of the people of Murung Raya, especially in the "stupidity" aspect. Evaluation of policy innovations in the Gerbang Desamu program is essential to carry out in order to gather information to explore improvements and refinement of public policies (Peter, 1995). Even though it is an important matter, there is still very little research that conducts studies related to the evaluation of the regional policies of Gerbang Desamu movement. This research focuses on exploring the production of knowledge and information on the innovative practices of Gerakan Desamu at the empirical and practical levels. It is hoped that comprehensive evaluation research on this focus can be part of efforts to produce a recommendation for Gerbang Desamu as a policy strategy based on grassroots innovation and local Dayak wisdom towards a new work ethic for Murung Raya Emas in 2030.

B. LITERATURE REVIEW

Policy evaluation is an activity that aims to assess the benefits of a policy by studying all the consequences of that public policy (Jones, 2011; Stewart Jr., Hedge, & Lester, 2007). Policy evaluation focuses its attention on the activities of (1) estimation, (2) assessment, (3) assessment of implementation (process), and (4) consequences (impact) of the policy (Veal, 2010). Being part of the policy evaluation process, Impact evaluation focuses more on the output and impact than on the process. The impact is a change in both physical and social conditions as a result of policy output. The effect in question is both the effect that can cause new behavior patterns in the target group (impacts) and the effect that is not able to drive new behavior in the target group (effects).

The Gerbang Desamu Movement is a form of regional policy innovation designed by the Regent of Murung Raya with the approval of the Regional People's Legislative Council of Murung Raya Regency. This program is designed to elevate the dignity of the community in order to catch up with a focus on three aspects namely Poverty, Stupidity and Isolation. This accelerated growth program was implemented regarding the District Head's Decree Number: 188.45/101/2010 concerning the Formation of an Integrated Team for the Implementation of the Manggatang Utus Village Building Movement (Gerbang Desamu) of Murung Raya Regency in 2010. After running for more than a decade, policy evaluation is needed to see policy performance, policy efficiency, policy impact, as well as extracting information as input in the future policy formulation process (Subarsono, 2019).

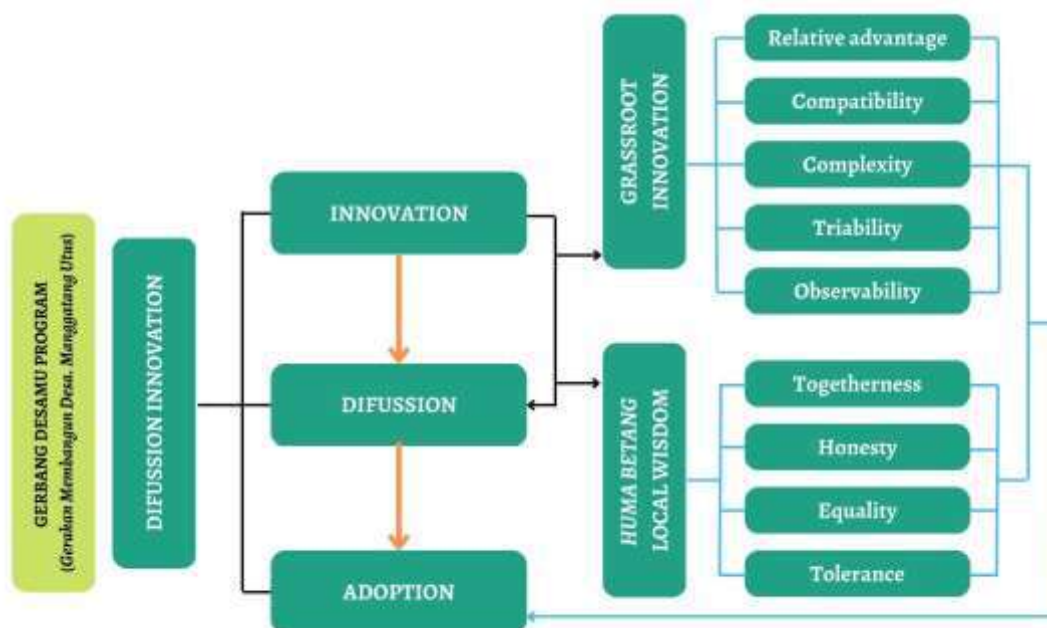


Figure 1. Gerbang Desamu Innovation Diffusion in Murung Raya

The regional policy innovation of Gerbang Desamu is a grassroots innovation that holds local wisdom values. This can be seen from the internalization of the local wisdom values of the Dayak tribe, namely Huma Beteng. The values of Human Betang's wisdom include the values of togetherness, honesty, equality, and tolerance (Pelu & Tarantang, 2018; Apandie & Ar, 2019). As a grassroots-based innovation, it is necessary to look at the flow of innovation diffusion that occurs in the Gerbang Desamu policy innovation practice. Rogers, Singhal, & Quinlan (2014) explained that Diffuse of Innovation (DOI) includes three processes including innovation, diffusion, and adoption.

The success of the Diffuse Innovation process is highly dependent on two factors. The first factor is the government's strategy for building relationships with the community. Rogers, Singhal, & Quinlan (2014) explained that the characteristics of innovation will affect individuals or social systems on the rate of adoption or the relative speed of an innovation being adopted by members of the social system. The characteristics of innovation include 1) relative advantages, 2) compatibility, 3) complexity, 4) triability, and 5) observability. At the same time, the second factor is the institutionalization of local wisdom in public policy. This factor describes the extent to which the community accepts this program through responses in the form of raised local wisdom innovations.

C. METHOD

This research is a *mixed-method research* with a sequential explanatory mixed-method approach. The quantitative approach was carried out in the first stage, followed by a qualitative approach in the second stage to strengthen the findings at the quantitative stage (Creswell & Creswell, 2003). The research was conducted in Murung Raya District, Central Kalimantan, Indonesia. The study was carried out in

four stages including: 1) quantitative data collection, 2) quantitative data analysis, 3) qualitative data collection, and 4) qualitative data analysis. Quantitative data collection was carried out using secondary data relating to stupidity indicator data including, Literacy Rate, Illiteracy Rate, Pure Enrollment Rate (APM), Gross Enrollment Rate (APK), School Enrollment Rate (APS), Average Years of Schooling, and Expectation of Years of Schooling (HLS). Quantitative data analysis was carried out using a quantitative descriptive method to see the consistent performance of policies over the last ten years in the implementation of the Gerbang Desamu program. Qualitative data collection was carried out through in-depth interviews with 28 sources from various stakeholders ranging from the community to the heads of departments. In order to deepen the information obtained, the data was also collected through the Focus Group Discussion method for 16 groups. The research findings focused on implementing and evaluating the Gerbang Desamu Movement, especially on the educational aspect.

D. RESULT AND DISCUSSION

1. Manggatang Utus Village Movement (Gerbang Desamu) Program Performance

The policy of the Manggatang Utus Village Movement, commonly known as "Gerbang Desamu", is a policy innovation in the education sector that prioritizes children from poor households who are dominantly low-educated. Therefore, it is hoped that people with low levels of education will be most aware of this policy.

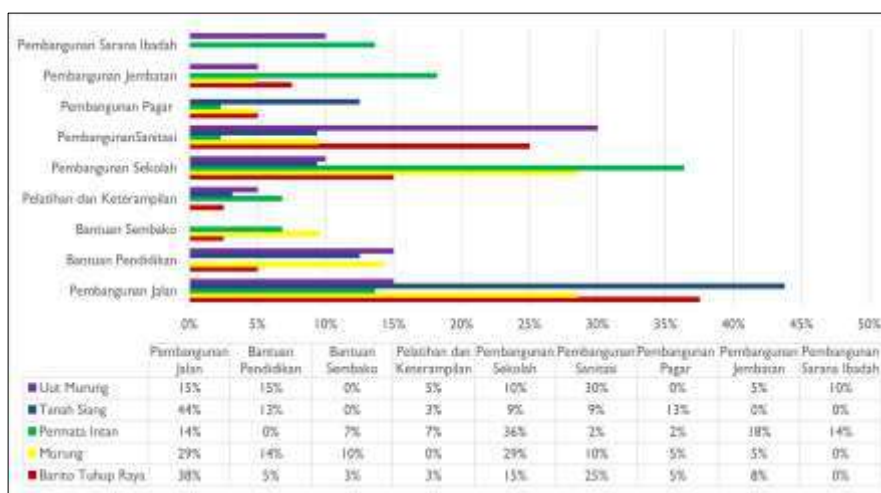


Figure 2. Distribution of the Gerbang Desamu Knowledge Activity based on Subdistrict (n=672)

From the figure above we can see the three most known and least known of the policy program by the public based on spread geography. In the District Tanah Siang, the people know best regarding the road construction programs, education assistance, and the fence development. Then the community at least knows about the program for building places of worship, basic food assistance, and building bridges. Whereas in Uut Murung Subdistrict, the community knows most about the road construction, sanitation development and educational assistance programs. Then the community at

least knows about the construction of fences, basic food assistance and the provision of training and skills.

Furthermore, if you look at the program's success from the aspect of grassroots innovation, the Gerbang Desamu program has not run optimally.

**Table 1. Variables and Indicators Village Movement Program Assessment
Manggang Sent**

No.	Evaluation Variable	Indicator Findings Based on Field Results
1	Relative Advantage	Gerbang Desamu policy could upgrade people's life
2	Compatibility	Gerbang Desamu policy matches with the needs of the community
3	Complexity	The ability and understanding of the community to access the Gerbang Desamu Program is still lacking
4	Triability	The community's knowledge is still minimal regarding the Gerbang Desamu Policy
5	Observability	The community's understanding of the advantages and disadvantages of the Gerbang Desamu Policy is still minimal

Source: processed researcher based on results interview deep

Furthermore, until now, the Grassroots Innovation at Gerbang Desamu has not been optimal in its implementation. If we look at the relative advantage and suitability variables, the Gerbang Desamu Program is the right policy innovation to improve people's lives. However, it is still lacking if we examine the variables of complexity, experimentation and involvement of the Gerbang Desamu policy to reach the wider community. Information regarding the Gerbang Desamu policy only reached 24.11% of the total 162 respondents spread across the Districts of Urut Murung, Tanah Siang, Permaya Intan, Murung, and Bintaro Tuhup Raya. The sub-districts that know best about the Gerbang Desamu policy are Barito Tuhup Raya and Urut Murung sub-districts, both of which are far from the capital city of Murung Raya. Then the sub-district that needs special attention in disseminating information on the Gerbang Desamu policy is the Puruk Cahu sub-district which is the capital city of Murung Raya. Therefore, it can be concluded that the distance to the central government location has no significant effect on disseminating policy information.

2. Effectiveness of the Gerbang Desamu Program in Solving Stupidity

The effectiveness of a policy is one of the benchmarks in the policy evaluation process. The effectiveness of a policy is closely related to efforts to assess whether a policy has succeeded in achieving the expected goals (Dunn, 2003). In the innovation of the Gerbang Desamu policy, one of the goals to be performed is in the field of education in the form of realizing Murung Raya which is free from stupidity. In the education sector, the achievement of the quality of education can be seen from indicators of educational development, one of which is by looking at the percentage of the population at a certain age with school participation (Safira & Wibowo, 2021).

The School Participation Rate indicator shows the level of community participation in school by looking at the ratio of the number of people entering education to the total population (Rahmatin & Soejoto, 2017).

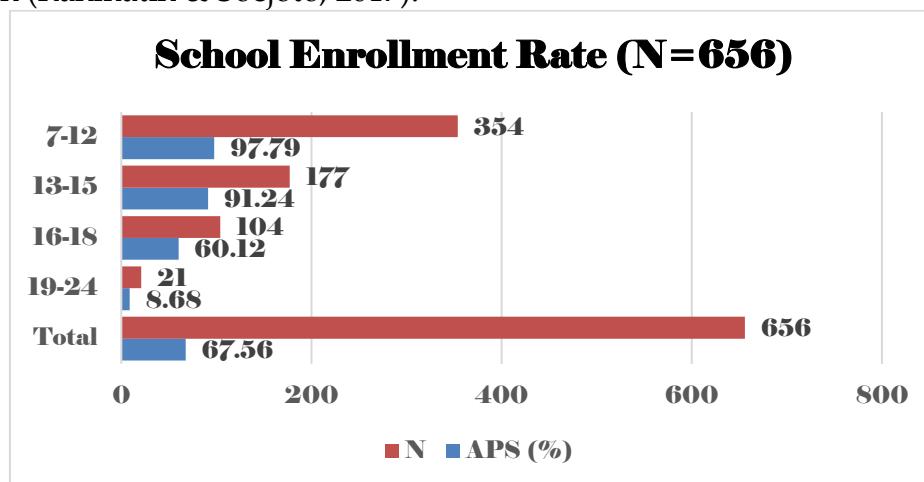


Figure 3. Murung Raya District School Enrollment Rate

Based on the findings of the quantitative data, it is known that the school enrollment rate of the research respondents is relatively high, especially at the elementary school level. 97.79% of the population is educated at the elementary level. However, this school enrollment rate declines with higher levels of education. It can be seen that school participation at the junior high school level was 91.24%, followed by high school education at 60.12%. The lowest respondent's school enrollment rate was at the higher education level, which was only 8.68%. Thus, it can be concluded that the majority of respondents completed elementary and junior high school education.

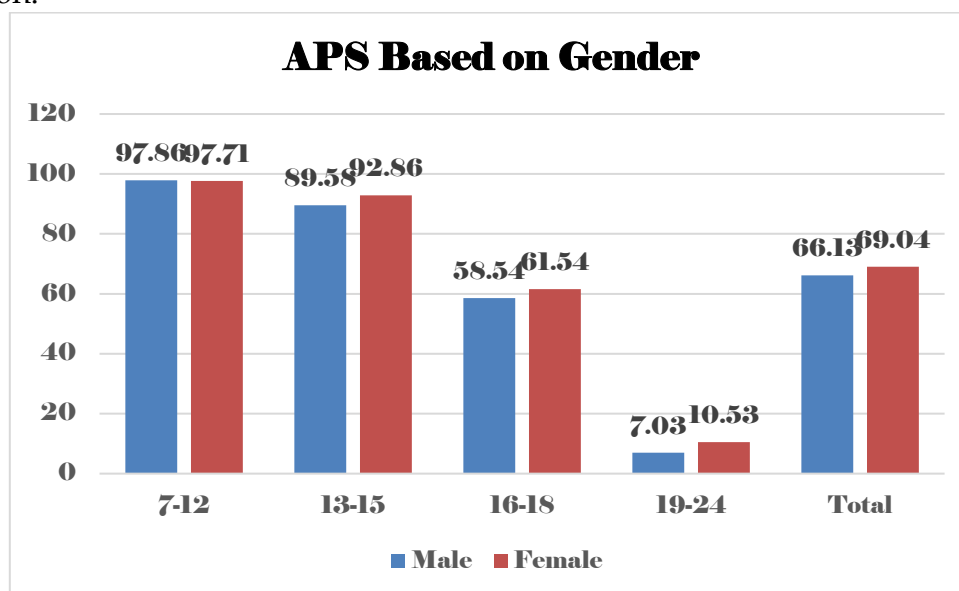


Figure 4. School Participation Rate in Murung Raya by Gender

When viewed from the aspect of gender equality, the opportunity to get an education is equally felt by both male and female students. This can be seen from the absence of an imbalance in the percentage of the population with education at every level. Gender equality in education can be seen from the opportunity for every gender,

both men and women, to seek knowledge and without discrimination because everyone has the same right to education (Efendy, 2014). Access to education in Murung Raya District seems to have provided equal opportunities for every gender after the Gerbang Desamu program was implemented.

The success of Gerbang Desamu in alleviating ignorance is inseparable from the opportunity to go to school through the scholarships provided. The provision of scholarships is one of the influential factors in increasing school participation in an area (Pendit, Budhi, & Marhaeni, 2016). The scholarship program provides an opportunity for underprivileged people to continue their education thereby opening up opportunities to increase school participation (Evitasari & Darmawan, 2020). This is because family economic factors make students a vulnerable group to the phenomenon of dropping out of school due to the economic limitations they face in getting an education (Rachmawati, 2021).

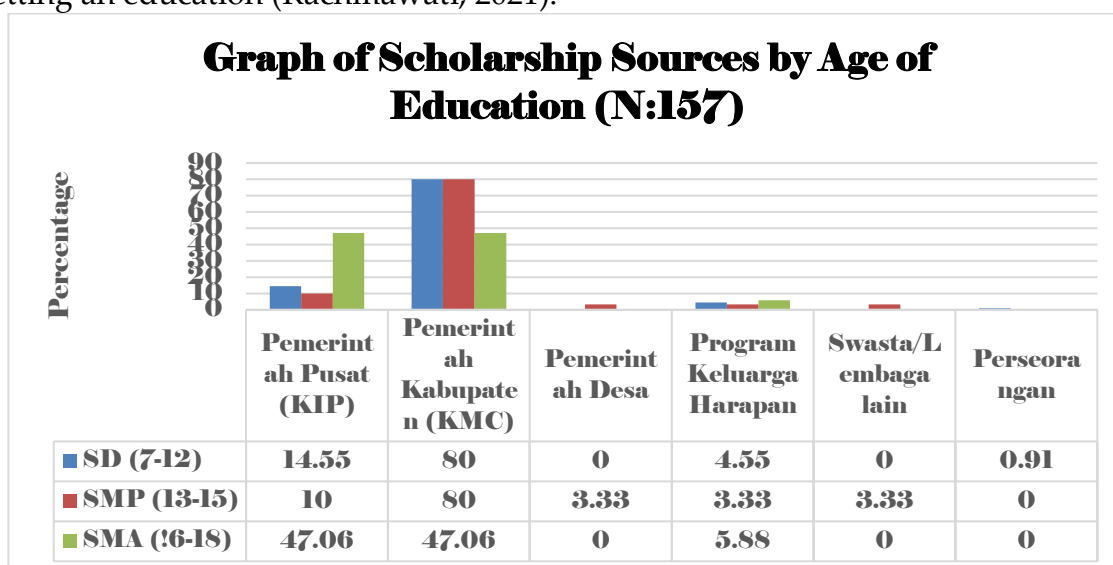


Figure 5. Graph of Scholarship Source by Age of Education

The same condition happened to Gerbang Desamu program. Based on the results of the study, it was shown that the majority of the scholarships obtained by the people of Murung Raya Regency were scholarships sourced from the district government through the Kartu Muara Cerdas (Smart Mura Card) program. At least 80% of the scholarship recipient respondents received district government scholarships at the elementary and junior high school levels. This figure is much higher than the scholarship opportunities provided by the central government, which only amount to less than 20%. The high percentage of this scholarship opportunity shows the district government's concern and seriousness in efforts to eradicate stupidity through the Gerbang Desamu program. This is further strengthened by data on reasons for considering scholarships where the majority of scholarship recipients receive scholarships in the form of assistance to underprivileged families.

In addition, the majority of scholarship recipients obtain scholarships for reasons in the form of assistance for underprivileged children. This shows that through the Gerbang Desamu program, the District Government of Murung Raya seeks to achieve the compulsory education program by prioritizing providing

educational opportunities through scholarships to vulnerable groups. The vulnerable group, in this case, is the low-income family group in Murung Raya Regency. The target of the Gerbang Desamu program is aligned with some expert research findings which focus on the economic conditions of educational participation. A number of studies have proven that the condition of the community's poverty will affect the participation in education in an area (Khairunnisa, Hartoyo, & Anggraeni, 2014; Sumarno, 2020).

3. The Value of Local Wisdom in the “Gerbang Desamu” Program

Gerbang Desamu Program as a grassroots innovation has successfully advanced education. However, in terms of performance, accessibility and reach of the Gerbang Desamu Program for the wider community, it has not been optimal. If assessing the impact of the Gerbang Desamu Program in terms of local wisdom values, innovation in the education sector originates from grassroots movements. It is carried out as an effort to improve the delivery and quality of education by containing four important points which include values togetherness, honesty, equality, and tolerance. Those values implemented jointly to enhance the level of education are still low. This also aims to eliminate a large number of dependencies on the Murung Raya community, which causes inequality in the social and economic fields.

Through these local wisdom values, in implementing educational innovations in the Gerbang Desamu Program, the people of Murung Raya are one of the factors that indirectly become agents of change that have impacts, both positive and negative, in the implementation of educational reform. The Murung Raya community is directly or indirectly, intentionally or not, involved in education. Educational innovation will undoubtedly be disrupted without involving the local community and local wisdom values. On the other hand, community involvement in educational innovation will help innovators and implementers of innovation in implementing educational innovations so that the indicators of grassroots innovation in the Gerbang Desamu Program include relative advantage, suitability, complexity, trial and error, and involvement can be adequately fulfilled.

The meaning of the ‘honesty’ value for the people of Murung Raya means not pretending. The value of honesty is seen in the community in the Uut Murung, Tanah Siang, Permata Intan, Murung, and Barito Tuhup Raya areas which have a high level of honesty regarding the lack of accessibility and affordability of the Gerbang Desamu program. Then the meaning of the socio-historical value of equality is equal rights for the people of Murung Raya to the accessibility of the Gerbang Desamu program. This means that there are no class differences caused by the upper social strata, such as rulers, and the lower social strata such as ordinary people. This means that they are not seen as having a higher socioeconomic level just because of economic differences or having a certain position.

Then the meaning of the value of tolerance for the community in the Gerbang Desamu program is that it contains the core values of the Huma Betang philosophy. This means that the people of Murung Raya already live in various religions,

ethnicities, and different races. The values of tolerance are highly upheld to respect one another. This can be seen from mutual respect for the people who have and have not had access to the Gerbang Desamu program. This high level of tolerance includes tolerance for mutual respect, tolerance to respect each other without any differences, thus forming a peaceful, secure, and harmonious society. This happens because, at present the people in the Murung Raya area are not only inhabited by the Dayak tribe but also by other tribes such as the Banjar, Malay, Batak, Madurese and others.

E. CONCLUSION

The policy innovation of the Gerbang Desamu program for the people of Murung Raya is an effort to change the education sector, which aims to reduce social inequality. The Gerbang Desamu program is a grassroots policy innovation based on the local wisdom values of the Dayak tribe, Huma Betang. So far, the performance of the Gerbang Desamu program has not been optimal in terms of accessibility and reach to the broader community. This can be seen from the level of public understanding regarding the Gerbang Desamu policy innovation which is not evenly achieved. However, as a program, Gerbang Desamu is quite effective in achieving the program's objectives. Achievement of program objectives in the form of increasing the accessibility of community education, especially for children from underprivileged families. Improved access to education can be seen from the increase in enrollment rates in Murung Raya District. In addition, the internalization of local wisdom values in the Gerbang Desamu policy innovation is a unique success to be achieved in grassroots policy innovation. The values of togetherness, honesty, equality, and tolerance are local wisdom values that underlie grassroots policy innovations in the Gerbang Desamu program. Even though it was achieved effectively, good policy socialization is a space that needs to be developed so that the goals of the Gerbang Desamu policy innovation can be achieved more optimally.

REFERENCES

1. Aalbers, C., Luttik, J., De Haas, W., & Pijls, H. (2015). Policy Innovation by and for Non-State Initiatives in Green Open Space. *Spanish Journal of Rural Development*, 6(3), 121-150.
2. Apandie, C., & Ar, E. D. (2019). Huma Betang: Identitas Moral Kultural Suku Dayak Ngaju Kalimantan Tengah. *Journal of Moral and Civic Education*, 3(2), 76-91.
3. Bahrudin, A. (2017). Inovasi Daerah Sektor Pariwisata (Studi Kasus Inovasi Pembangunan Pariwisata Kab Purworejo Jawa Tengah). *Mimbar Administrasi FISIP UNTAG Semarang*, 50-69.
4. Creswell, J., & Creswell, J. (2003). *Research Design*. Thousand Oaks: Sage Publications.
5. Dunn, W. (2003). *Pengantar Analisis Kebijakan Publik*. Yogyakarta: Gadjah Mada University Press.
6. Efendy, R. (2014). Kesetaraan Gender dalam Pendidikan. *Al-Maiyyah: Media Transformasi Gender dalam Paradigma Sosial Keagamaan*, 7(2), 143-165.

7. Evitasari, A. D., & Darmawan, A. (2020). Keterpaduan Kegiatan Program Pendidikan PT Bumi Suksesindo untuk Meningkatkan Kualitas Pendidikan Warga Pra Sejahtera Masyarakat Sekitar Tambang. *Prosiding Temu Profesi Tahunan PERHAPI*, 997-1002.
8. Halvorsen, T., Hauknes, J., Miles, I., & Røste, R. (2005). On Innovation in the Public Sector. In T. Halvorsen, J. Hauknes, & I. Miles, *On the Differences between Public and Private Sector Innovation* (pp. 2-21). Oslo: NIFU STEP.
9. Hilmi, M. F. (2012). Grassroots Innovation from the Bottom of the Pyramid. *Current Opinion in Creativity, Innovation and Entrepreneurship*, 1(2).
10. Jones, H. (2011). A Guide to Monitoring and Evaluating Policy Influence. in *Background Note (Issue February)*.
11. Jordan, A., & Huitema, D. (2014). Policy Innovation in a Changing Climate: Sources, Patterns and Effects. *Global Environmental Change*, 387-394.
12. Khairunnisa, K., Hartoyo, S., & Anggraeni, L. (2014). Determinan angka partisipasi sekolah SMP di Jawa Barat. *Jurnal Ekonomi dan Pembangunan Indonesia*, 15(1), 91-112.
13. Makalalag, S., Sukoharsono, E. G., & Djamhuri, A. (2020). Kearifan Lokal Sebagai Simbol dalam Keputusan Kebijakan Penganggaran Daerah. *Jurnal Akuntansi Multiparadigma*, 11(2), 355-372.
14. Mintrom, M. (1997). The State-Local Nexus in Policy Innovation Diffusion: The Case of School Choice. *Publius: The Journal of Federalism*, 27(3), 41-60.
15. Morisson, A., & Doussineau, M. (2019). Regional Innovation Governance and Place-Based Policies: Design, Implementation and Implications. *Regional Studies, Regional Science*, 101-116.
16. Negara, P. D. (2011). Rekonstruksi Kebijakan Pengelolaan Kawasan Konservasi Berbasis Kearifan Lokal sebagai Kontribusi menuju Pengelolaan Sumber Daya Alam yang Indonesia. *Jurnal Konstitusi*, 4(2).
17. Pelu, I., & Tarantang, J. (2018). Interkoneksi Nilai-Nilai Huma Betang Kalimantan Tengah dengan Pancasila. *Jurnal Studi Agama dan Masyarakat*, 119-126.
18. Pemerintah, P. (2017). Peraturan Pemerintah Nomor 38 Tahun 2017 tentang Inovasi Daerah.
19. Pendit, N., Budhi, M., & Marhaeni, A. (2016). Efektifitas dan Dampak Pelaksanaan Program Beasiswa Pendidikan Miskin dan Berprestasi (Bidik Simisi) terhadap Angka Putus Sekolah dan Angka Partisipasi Murni di Provinsi Bali. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 5(2), 279-292.
20. Peter, V. d. (1995). Policy evaluation and learning: feedback, enlightenment or argumentation?. *Evaluation*, 189-216.
21. Rachmawati, A. (2021). Tren Angka Partisipasi Pendidikan SD dan SMP di Kabupaten Gunungkidul. *Spektrum Analisis Kebijakan Pendidikan*, 10(2), 62-73.
22. Rahmatin, U. Z., & Soejoto, A. (2017). Pengaruh Tingkat Kemiskinan dan Jumlah Sekolah terhadap Angka Partisipasi Sekolah (APS) di Kota Surabaya. *PEKA: Jurnal Pendidikan Ekonomi, Manajemen dan Keuangan*, 1(2), 127-140.

23. Rogers, E. M., Singhal, A., & Quinlan, M. M. (2014). Diffusion of Innovations. In *An Integrated Approach to Communication Theory and Research* (pp. 432-448). Routledge.
24. Safira, N., & Wibowo, Y. H. (2021). Angka Partisipasi Kasar dan Angka Partisipasi Murni sebagai Indikator Keberhasilan Pendidikan Indonesia. *Pakar Pendidikan*, 19(2), 101-115.
25. Savage, R. (1985). Diffusion Research Traditions and the Spread of Policy Innovations in a Federal System. *Publius: The Journal of Federalism*, 15(4), 1-28.
26. Seyfang, G., & Smith, A. (2007). Grassroots Innovations for Sustainable Development: Towards a New Research and Policy Agenda. *Environmental Politics*, 16(4), 584-603.
27. Smith, A., Fressoli, M., & Thomas, H. (2014). Grassroots Innovation Movements: Challenges and Contributions. *Journal of Cleaner Production*, 63, 114-124.
28. Sofianto, A. (2020). Potensi Inovasi untuk Meningkatkan Kesejahteraan Masyarakat Desa. *Matra Pembaruan: Jurnal Inovasi Kebijakan*, 4(2), 93-107.
29. Stewart Jr., J., Hedge, D., & Lester, J. (2007). *Public Policy: An Evolutionary Approach*. Nelson Education.
30. Subarsono, A. (2019). *Analisis Kebijakan Publik: Konsep, Teori, dan Aplikasi*. Yogyakarta: Pustaka Pelajar.
31. Sumarno, S. (2020). Angka Partisipasi Sekolah Kasar SMA Rendah Dampak dari Tingkat Kemiskinan dan Upaya Mengatasinya di Provinsi Kepulauan Bangka Belitung. *Jurnal Dinamika Sosial Budaya*, 21(1), 28-36.
32. Sururi, A. (2016). Inovasi Kebijakan Publik (Tinjauan Konseptual dan Empiris). *Sawala: Jurnal Administrasi Negara*, 4(3).
33. Veal, A. (2010). Public Policymaking. *Leisure, Sport and Tourism, Politics, Policy and Planning*, 125-145.
34. Walker, J. (1973). Comment: Problems in Research on the Diffusion of Policy Innovations. *American Political Science Review*, 67(4), 1186-1191.
35. Wessner, C. (2013). *National Research Council (US) Committee on Competing in the 21st Century: Best Practice in State and Regional Innovation Initiatives. Best Practices in State and Regional Innovation Initiatives: Competing in the 21st Century*. Washington (DC): National Academies Press (US).