



VILLAGE PUBLIC SERVICE TRANSFORMATION TO SUPPORT THE ACHIEVEMENT OF THE SUSTAINABLE DEVELOPMENT GOALS (A STUDY IN BANYUMAS REGENCY)

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Abstract. The transformation of village public services has become a strategic issue in supporting the achievement of the Sustainable Development Goals (SDGs), particularly in Banyumas Regency, which recorded a Village SDGs score of 46.88. The Ministry of Villages has emphasized that Village SDGs data will serve as a key reference for determining village action plans through 2030, thereby necessitating a transformation of public service systems to improve these outcomes. However, research gaps remain regarding the comprehensive role of village public services in advancing all 17 SDGs, particularly with respect to policy, leadership, community participation, innovation, and governance. Therefore, this study aims to describe the current state of village public services in Banyumas Regency within the SDGs framework and to identify the enabling and constraining factors that influence the transformation of these services. The theoretical foundation of this research draws upon concepts of public service delivery in the context of sustainable development, community participation, public-sector innovation, and governance, including collaboration and partnership frameworks. The study's state-of-the-art lies in its holistic approach to examining village public services, considering their contributions to the attainment of the SDGs, specifically within the context of villages in Banyumas Regency. This research employs a convergent mixed-methods design integrating qualitative and quantitative approaches. The study was conducted in 75 villages in Banyumas Regency, with one key respondent per village representing the village government. Research instruments include in-depth interviews and questionnaires designed to collect data on public service policies, leadership, community participation, innovation, and governance. The collected data will be analyzed using a convergent approach to generate a comprehensive understanding of the conditions of village public services and the factors influencing their transformation. Accordingly, the study is expected to provide concrete recommendations to improve village public services and support the achievement of SDG targets in Banyumas Regency by 2030.

Keywords: Village transformation, public service delivery, public policy, leadership, sustainable development

1. Introduction

Nearly half of the world's population currently resides in urban areas, and by 2050, this proportion is expected to increase to two-thirds [1]. Urbanization reflects shifts in land use, economic structures, social conditions, and demographic patterns within a country [2]. Although urbanization promotes employment opportunities, infrastructure development, and the expansion of urban spaces, it also generates uncontrolled growth in many developing



countries. This condition contributes to environmental pollution and ecological degradation [2, 3]. In response to these challenges, the United Nations introduced the Sustainable Development Goals (SDGs) in 2015 with the aim of eradicating poverty, safeguarding the environment, and improving global well-being by 2030. Achieving sustainable urban development is essential for advancing these goals [4]. To ensure effective SDG implementation, countries require regulatory frameworks that integrate all 17 goals with the fundamental dimensions of urbanization, including land use, economic development, demographic change, and social dynamics [5, 6].

The SDGs have been adopted by Indonesia across various levels of government, including the village level. With seventeen goals addressing social, economic, and environmental issues, the SDGs serve as a strategic framework for promoting inclusive and sustainable development through 2030 [7]. These goals also offer a more comprehensive approach to development challenges by incorporating both qualitative and quantitative dimensions and by encouraging community participation from a wide range of actors beyond village elites [7, 8].

Villages play a strategic role in implementing development programs that support the achievement of the SDGs. This responsibility is reinforced by Law No. 6/2014 on Villages, which mandates that national development should prioritize rural economic growth and strengthen the autonomy of village governments [9]. Village public service delivery plays a central role in achieving these objectives, as effective governance strengthens institutional capacity and improves governmental performance [10, 11]. Transformative village public services require attention to policy, leadership, innovation, community participation, and collaborative governance. Such transformation is intended not only to improve service quality but also to ensure alignment between service delivery, community needs, and SDG targets.

In the context of village public service delivery and SDG attainment, prior research indicates that deliberative processes in public policy formulation shape development outcomes that are more inclusive and sustainable [12]. Additional studies during and after the COVID-19 pandemic demonstrate the importance of rapid and responsive policy adjustments in addressing both global and local challenges, particularly in the management of regional and village budgets [13]. Research on public administration leadership within the VUCA environment highlights the increasing significance of collaborative decision-making [14]. In Banyumas Regency, reform efforts led by local decision makers encounter complex pressures associated with global uncertainty [15]. These pressures underscore the importance of innovation in determining village budget priorities and in ensuring that available resources are allocated effectively and efficiently [16].

Banyumas Regency comprises 310 villages with varying levels of human resource capacity, infrastructure availability, and governance quality. Although the region has considerable potential to achieve the SDGs, as reflected in its Village SDG score of 46.88, variations among villages continue to pose challenges. Against these conditions, this study examines the current state of village public service delivery in Banyumas Regency and explores its contribution to achieving the SDGs. The study also identifies key enabling and constraining factors that influence the transformation of village public services toward sustainability. The findings are expected to inform the development of strategies to enhance service effectiveness, enabling village governments to contribute more significantly to the regional SDG agenda. This study employs a Convergent Mixed-Methods approach to integrate quantitative and qualitative analyses and provide a holistic understanding of the topic [17].

The relevance of this research is reinforced by the sixth priority of President Prabowo's Asta Cita, which emphasizes village-level development to promote equitable economic distribution and reduce poverty. The novelty of the study lies in its holistic perspective, particularly in recognizing community participation as a catalyst for improving public service quality and contributing to the attainment of the SDGs [18]. The study also aims to support the development



of more inclusive and sustainable policies [19]. Five research objectives guide the study: identifying policy frameworks that support SDG-oriented service delivery; examining leadership practices that influence village service provision; assessing the role of community participation; exploring innovation within service delivery; and analyzing governance practices associated with SDG achievement.

State of the Art. Existing research on public service delivery and the SDGs covers a range of contexts and consistently highlights the importance of good governance, innovation, and community participation in promoting sustainable development. However, studies that integrate policy, leadership, innovation, participation, and governance within the specific context of village public service delivery remain limited, especially in Indonesia. Research directly examining the linkage between village public service practices and SDG performance in Banyumas Regency is also scarce. This study, therefore, contributes new insights by combining quantitative and qualitative analyses to examine the role of villages in advancing the SDGs.

Research Novelty. The study provides several key contributions. The first contribution is the use of a holistic analytical framework that integrates the five major dimensions of village public service transformation. The second contribution is the provision of empirical data that offers a direct view of how village governments contribute to achieving the SDGs. The third contribution is the application of a Convergent Mixed Methods design to generate a comprehensive understanding of village service conditions. The fourth contribution is the identification of best practices that other villages across Indonesia can adopt. In this study, innovation is interpreted broadly and is not confined to digital solutions. It includes adaptive and locally grounded problem-solving strategies that align with community needs. These innovations are implemented by strengthening governance mechanisms and by optimizing community involvement in service planning, implementation, and evaluation. This approach positions public service transformation not merely as a shift toward digitalization but also as a process of improving governance quality and empowering communities as agents of change. The transformation process begins with assessing village readiness, followed by designing service models that reflect local needs, and concluding with pilot testing before the solutions are applied more widely. This research also adopts a co-creation approach that encourages community engagement in identifying service challenges and designing contextual solutions. This approach results in village public services that are more responsive, sustainable, and aligned with inclusive development principles. Through these combined strategies, the study offers innovative perspectives on governance improvement, community empowerment, and the optimization of local resources to support SDG achievement.

2. Methods

Research in the field of Public Administration focuses on analyzing the functions and management of governmental bodies and other public sector organizations [20]. Studies in this discipline possess distinct characteristics that shape methodological choices and research implementation [20]. The Mixed-Methods approach offers an opportunity to combine qualitative and quantitative techniques, as well as diverse data sources, to produce more comprehensive findings [21].

This study employs a descriptive research design with a convergent Mixed-Methods approach to develop a comprehensive understanding of the transformation of village public service delivery in support of achieving the SDGs in Banyumas Regency. Quantitative data were collected through questionnaires administered to village officials from 75 selected villages. Qualitative data were obtained through in-depth interviews with village heads, village apparatus, and community representatives. The two datasets were analyzed independently and then integrated through triangulation to produce valid and comprehensive findings.

The unit of analysis consists of village governments, including village heads, village officials, members of the Village Consultative Body (BPD), and public service units responsible for sectors relevant to the SDGs. The research population comprises 301 villages. Using the Slovin formula, a sample of 75 villages was generated and selected proportionally according to district-level distribution and regional clustering. The primary variable in the study is the level of village public service provision, which contributes to SDG achievement. This variable is examined through five core dimensions: public service policy, leadership, community participation, innovation, and village governance.

Data collection techniques include questionnaires, interviews, and document analysis to strengthen the validity of the findings. Quantitative data were analyzed using descriptive statistics to map the current conditions of village public service delivery. Qualitative data were analyzed thematically to explore the context, dynamics, and challenges faced by villages. The integration of these analytical results provides the basis for formulating conclusions and recommendations to strengthen the transformation of village public services and accelerate SDG achievement in Banyumas Regency.

3. Results And Discussion

The transformation of public service delivery at the local level constitutes a critical foundation for advancing the Sustainable Development Goals (SDGs). As technological developments progress and societal demands become more complex, village governments assume a central role in ensuring that essential services are delivered equitably and effectively. This study examines the readiness of villages in Banyumas Regency, Indonesia, to undertake public service transformation, drawing on quantitative and qualitative data to identify both achievements and challenges in pursuing SDG targets.

A convergent mixed-methods design was employed to integrate statistical analysis with in-depth qualitative insights. This approach enables the capture of the actual conditions of service delivery while also exploring the social context and institutional dynamics that shape local governance performance. The findings reveal that the capacity for public service innovation at the village level remains a significant constraint, limiting readiness to fully support SDG achievement. Several factors contribute to this condition, including restricted resources, substantial administrative workloads, and the strong influence of centrally mandated programs, collectively reducing opportunities for local innovation.

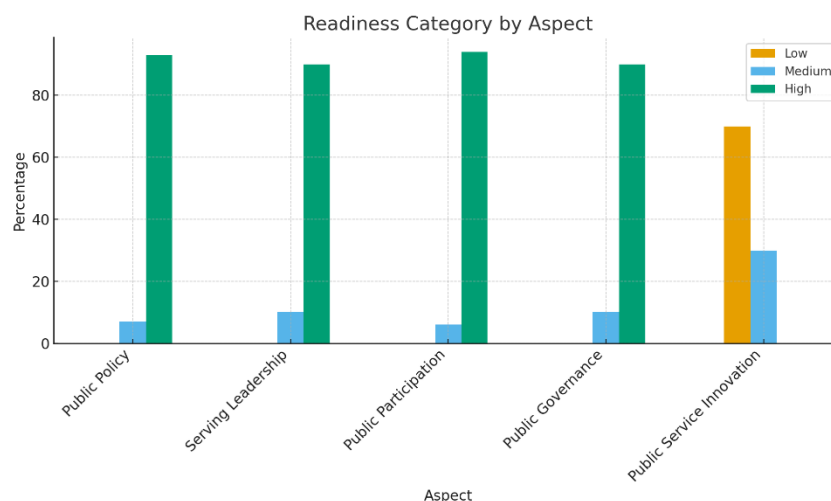


Figure 1. Readiness Category by Aspect

Source: Primary data processed, 2025



Overall, the quantitative findings indicate strong performance across several key categories, including Public Policy (93.3%), Servant Leadership (93.3%), Public Participation (94.7%), and Public Governance (93.3%). In the area of Public Policy, coordination among village institutions such as the Village Government, Village Consultative Body (BPD), Family Welfare Movement (PKK), youth organizations, and security actors functions effectively and supports the implementation of programs aligned with community needs. The introduction of Village Funds in 2015 has also had a tangible impact on village infrastructure. Leadership at the village level reflects both service-oriented and democratic characteristics. Village heads are perceived as approachable, attentive to citizens' concerns, inclusive in decision-making, and open to criticism as a basis for improvement. Delegation of authority to village officials operates efficiently and is strengthened by financial transparency, which is maintained through publicly accessible reporting. These practices contribute to increasing public trust in the village administration. Public Participation emerges as one of the system's major strengths. Structured deliberation mechanisms operating from the neighborhood to the village level ensure broad citizen involvement and foster a sense of ownership of development programs. Community awareness and enthusiasm for participating in village activities remain high, supported by multiple communication channels that facilitate information dissemination and allow citizens to reach the village head directly. Public Governance also shows strong field performance. Clear organizational structures with proportionate task distribution ensure smooth internal coordination. Financial transparency is prioritized, and financial reports are made accessible to citizens.

Despite these positive results, the study identifies a notable weakness in Public Service Innovation. Quantitative data place this dimension at a relatively low level (73.3% low; 26.7% moderate). This condition constitutes the primary obstacle to public service transformation, particularly with respect to the SDGs. Several factors contribute to this challenge: limited digital competencies among village human resources, unreliable online systems provided by higher-level government agencies, weak conceptual understanding of SDG programs, and budget constraints that reinforce a predominantly top-down orientation to innovation. Taken together, villages in Banyumas Regency possess a strong governance foundation characterized by integrity-driven leadership, active community participation, transparent administration, and responsive internal coordination. These assets form an important basis for advancing public service transformation. However, the capacity for innovation remains insufficient. Although villages demonstrate readiness in policy alignment, leadership quality, citizen engagement, and institutional governance, these strengths have not yet translated into substantial improvements in public service innovation.

The study concludes that the principal barrier to transformation lies in the digital skills gap among village staff, particularly among older staff. This gap creates a bottleneck that significantly limits innovation. Overall, local governments in Banyumas are institutionally prepared for transformation, yet progress remains constrained by persistent limitations in their capacity for innovation. The study findings indicate that the dimensions of Public Policy, Servant Leadership, Public Participation, and Public Governance demonstrate high performance levels (ranging from 93.3% to 94.7%). This elevated score suggests that the Village Government has established a governance foundation well prepared for transformation. The village leadership style characterized as "servant leadership," with the village head perceived as being close to the community, willing to listen to grievances, and receptive to criticism, is highly consistent with the philosophy of the New Public Service (NPS). Advocates of NPS argue that the primary role of public servants is to assist citizens in articulating and fulfilling their collective interests, rather than attempting to control society [22].

The public disclosure of village financial information reflects a strong commitment to accountability and public reporting. Public reporting refers to actions taken by government



institutions to justify their activities to citizens, including documentation of performance and the management of public funds [23]. This form of accountability and transparency is essential for maintaining probity, preventing conflicts of interest, reducing corruption, and strengthening public trust. The high score on Community Participation (94.7%), supported by a structured deliberation mechanism, aligns with the principle that citizen involvement is central to the policy process. In democratic settings, active participation in public affairs can reshape civic attitudes and cultivate a public-regarding spirit.

The strong performance in the Public Policy dimension (93.3%), characterized by effective inter-institutional coordination at the village level, reinforces the idea that well-managed coordination enables program implementation that responds to community needs. The impact of the Village Fund on infrastructure development is consistent with principles of capital expenditure management, in which planning and budgeting play a central role in achieving policy objectives. Although the governance foundation is robust, the Public Service Innovation score remains low (73.3%). This limited level of innovation has become a significant bottleneck in the transformation of local public services to support the SDGs. The core challenges concern digital competency gaps and a predominantly top-down orientation toward innovation.

The finding that digital competency gaps among human resources, especially among senior village officials, represent a major barrier reflects broader concerns about the interaction between ethics and information and communication technologies (ICTs). ICTs hold the potential to accelerate administrative reforms and widen public access to information. However, public administration departments must be adequately equipped with up-to-date technologies in order to maximize the social benefits of public spending [24, 25]. The unreliability of government-provided online applications exacerbates this challenge. Innovation efforts that prioritize technological solutions without considering user readiness or infrastructure conditions tend to fail. This situation also illustrates the complexities of public management reform, where success depends on the adaptive capacity of administrative systems [26]. Limited technical capacity or insufficient digital skills among staff can prevent e-governance initiatives from reaching their full potential.

The presence of a top-down innovation orientation, combined with the administrative burden associated with delegated central government tasks, links these findings to the literature on policy implementation. Top-down implementation models emphasize compliance with directives originating from authoritative central decisions, such as laws or mandates [26]. Critics argue that this approach places excessive emphasis on central decision-makers while overlooking the autonomy and practical knowledge of frontline implementers [27, 28]. In this context, village governments in Banyumas possess a strong bottom-up governance foundation yet struggle to meet innovation demands imposed from above. This misalignment between local capacity and central expectations illustrates a structural tension.

To address this misalignment, third-generation implementation research recommends synthesizing forward mapping, which focuses on clarifying policy goals, with backward mapping, which assesses feasibility at the implementation level. The low level of innovation observed in this study suggests that the top-down innovation policies were not accompanied by effective backward mapping. Such mapping should have taken into account constraints related to resources, budgets, and digital competencies within village governments. Village governments in Banyumas Regency currently stand at a pivotal point in their transformation journey. They possess substantial social and political capital, as evidenced by strong governance practices, high levels of transparency, and broad community participation. These elements are crucial to sustainable development. However, the ongoing crisis in innovation capacity, which stems from digital skill gaps and burdensome top-down mandates, creates significant bottlenecks. Achieving the SDGs requires a shift in focus from compliance-driven reform demands to targeted capacity investments. This shift involves deliberate risk



management to address technological limitations [29] and the adoption of implementation approaches that recognize and support local autonomy and innovation capabilities. These efforts align with the principles of flexible policy networks and collaborative governance [30, 31, 32, 33].

4. Conclusion

The transformation of village public services in Banyumas Regency shows significant progress, yet the overall process remains uneven across key dimensions relevant to the Sustainable Development Goals (SDGs). Survey findings indicate that village governments have begun to strengthen essential governance components, such as policy formulation, leadership orientation, community engagement, and accountability mechanisms, collectively forming a solid foundation for service transformation. These elements demonstrate that villages in Banyumas possess the institutional readiness needed to align their public services with SDG targets, particularly in areas related to inclusivity, transparency, and participatory development.

Despite these advancements, the transformation agenda remains hindered by limitations in public service innovation, which is the weakest dimension. The dominance of administrative workload, reliance on central government directives, and persistent gaps in digital competencies continue to impede villages' ability to adopt new, efficient, technology-based service delivery models. This constraint reduces the effectiveness of service transformation efforts, especially in SDG areas that require adaptive and innovative governance practices, such as poverty reduction, institutional resilience, and sustainable economic development.

In conclusion, the study indicates that village governments in Banyumas are institutionally prepared to advance public service transformation in support of the SDGs. They demonstrate strong readiness in governance-related areas that serve as strategic assets for achieving sustainable development at the local level. However, to fully realize the intended transformation, targeted efforts are required to strengthen innovation capacity, enhance digital literacy, and reduce structural barriers that constrain the delivery of creative services. Addressing these gaps is crucial for enabling villages to optimize their role as front-line implementers of SDG-oriented public services.

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