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*by* Fernandes Simangunsong

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## Social Impact Management Ahead Jatigede Dam Construction in Sumedang Regency, Indonesia

Fernandes Simangunsong<sup>1</sup>, Neneng Imat Kurnia<sup>2</sup>

<sup>1,2</sup>Institute of Public Administration at Governmental Institute of Home Affairs (IPDN), Indonesia

(<sup>1</sup>kisankiel@yahoo.co.id, <sup>2</sup>danishkamin@gmail.com)

**Abstract**-This research proposed to determine and analyze the social impact management, supporting and inhibiting factors within social impact management as well its solution ahead Jatigede Dam construction in Sumedang Regency. It is descriptive qualitative research in which collecting data through interview, documentation, and observation over 32 informants. Research results indicated that social impact management of Jatigede Dam construction has been well implemented by Sumedang Government. However, it's not been yet runs optimal. The management using Open Circle model with embracing broad stakeholders. The government take focused purpose sharing by solid agreement on what the overall social change, shared understanding of the roles needed, shared commitment to participate in process, a willingness among stakeholders to the social change objectives, and mutuality of success. Supporting factors ahead Dam construction are geographical condition and potentials of Jatigede Dam, namely natural, cultural and artificial potencies. Sumedang Government exploits the geographical condition as well as its potencies through development of Special Economic Zone (SEZ) and ecotourism. Whereas, the inhibiting factors are dynamics of social change, limited capital, capability and skills that make community difficult to adapt to new environment. The solution are; innovation, service delivery for citizenship administration service and facilitation for disbursement of compensation, capacity building and advocacy by providing legal assistance in the process of disbursement of compensation, and suggesting clear distribution of authority in the management of Jatigede Dam.

**Keywords**- *Social Impact Management, Empowerment of Affected Community, Jatigede Dam, Social Impact*

### I. INTRODUCTION

Jatigede Dam is the second largest dam in Indonesia located in Sumedang Regency, West Java. The Dam

construction is part of national policy stated in Presidential Regulation No. 3/2016 [20] on Acceleration of National Strategic Project Implementation. It is located at Cimanuk-<sup>18</sup> anggarung riverbank, including watersheds across Garut, Sumedang, Majalengka, Cirebon, Indramayu, Kuningan, and Brebes, Central Java. Jatigede Dam Construction is located in Jatigede district, Sumedang Regency, its Capacity is 979.5x106 m<sup>3</sup>. This dam construction proposed to supply water for irrigation by 90,000 Ha, for raw water by 3.5 m<sup>3</sup>/dt, and to decrease the flood flow rate by 1,400 m<sup>3</sup>/dt. It is built with contract of USD 467,448,027. [21] Whereas, the land size required is 4,980.3 Ha, used for reservoir by 4,402.15 Ha, and for dam structure and other supporting facilities by 578.15 Ha.

TABLE I. LAND SIZE OF JATIGEDE DAM CONSTRUCTION

No	Required Land for	Size	Consisting of
1	2	3	4
1	Reservoir	4,402.15 Ha	Acquired from Community: 3,259 Ha Forest land: 1,143.15 Ha
2	Dam structure and other supporting facilities	578.15 Ha	Acquired from Community: 332 Ha Forest land: 246.15 Ha
Total		4,980.3 Ha	

Source: P2T, 2014 5

There was 1,400 Ha of flooded agricultural land in jatigede. Besides, it was the most fertile land in Sumedang with production rate of 6.45 ton of rice/ha. Rice fields in Sumedang could product rice by 181 thousand tons/year. Losing the agricultural land in Jatigede means that production of rice potentially drops by approximately 40 thousand tons. This dam construction covers 5 (five) districts and 28 (twenty-eight) villages. Name of villages affected by Jatigede Dam construction can be seen in table 2.

TABLE II. VILLAGES AFFECTED BY JATIGEDE DAM CONSTRUCTION

District		Village		statement
1		2		3
1	Jatigede	1	Jemah	
		2	Ciranggem	
		3	Mekarasih	
		4	Sukakersa	Eliminated
		5	Cijeunging	
2.	Jatinunggal	6	Simasari	
		7	Pawcnang	
3.	Wado	8	Wado	
		9	Padajaya	Eliminated
		10	Cisurat	
		11	Sukapura	
4	Darmaraja	12	Cipaku	Eliminated
		13	Pakualam	
		14	Karangpakuan	
		15	Jatibungur	Eliminated
		16	Sukamenak	
		17	Leuwihideung	Eliminated
		18	Cibogo	Eliminated
		19	Sukaratu	
		20	Taruna Jaya	
		21	Cikeusi	
		22	Ranggon	
		23	Neglasari	
		24	Darmajaya	
5	Cisitu	25	Pajagan	
		26	Cigintung	
		27	Cisitu	
		28	Situmekar	

Source: Presidential Regulation No. 1/2015 [5]  
Regional Regulation of Sumedang Regency No. 11/2015 [7]

The merging and elimination of village will certainly change spatial plan. However, spatial planning for impacted districts has not yet been implemented, and this inevitably inhibits development, considering that several districts and villages are eliminated due to Jatigede Dam project. Jatigede Dam construction has forced the residents to move into other regions, because their place which they have settled in for decades has been flooded. It was become the most difficult factor taking long time. There are two categories of population according to results of verification and validation by Financial and Development Audit Agency (BPKP) of West Java Province. Relocation right owner category I is people whose land, building and crops are acquired between 1982-1986 by 4,514 heads of family, and category II is people whose land, building and crops are acquired between 1994-1997, 2005-2007, and people with no relation to land acquisition but has settled in area of reservoir by 6,410 heads of household.

Residents affected by the construction have to move, which means that they leave their own value and cultural system embodied in their daily life. However, the construction should remain continued and residents must move and adapt to their new environment. Movement due to construction and development may result in widely varied choice of destination regions due to individual interests; however, psychologically, unpreparedness to leave own region may bring difficulty and bad effect to them. (Table 4)

Residents whose land and building have been acquired for purpose of Jatigede Dam construction (Category I), according to Presidential Regulation (Presidential Regulation No. 1/2015 on Social Impact of Jatigede Dam Construction, article 3) shall be compensated with new settlement of substitute house in form of money cash. It is designated as compensation for building, land and unemployment benefit. Residents of category II shall be provided with compensation for house demolition, movement, house rent and unemployment benefit. Amount of compensation shall be decided by Minister of Finance considering recommendation of Minister of Public Works and Human Settlements through coordination meeting chaired by Coordinating Minister for Economic Affairs. (Table 5).

Jatigede Dam construction has made public facilities flooded, namely 48 cultural heritage sites and graveyards located in 13 villages, 54 education facilities of PAUD, TK, SD, SLTP, and Madrasah located in 13 villages, 104 worship places in 15 villages, 45 health care posts in 12 villages, and 147 halls and security posts in 13 villages [15].

TABLE III. NUMBER OF HoF (HEAD OF FAMILY) AFFECTED BY JATIGEDE DAM

Year	Name of District and Village	Number of HoF	Legal Basis	Explanation	
1	2	3	4	5	
1984-1986	Darmaraja district		Regulation of Minister of Home Affairs No. 15/1975 on regulations of condemnation procedure.	Compensation of condemnation by money and new settlement	
	1	Cipaku village			534 HoF
	2	Pakualam village			486 HoF
	3	Karangpakuan village			475 HoF
	4	Jatibungur village			315 HoF
	Wado district				
	5	Padajaya village			720 HoF
	6	Cisurat village			400 HoF
	Jatigede district				
	7	Ciranggem village			218 HoF
	8	Jemah village			235 HoF
	9	Mekar Asih village			223 HoF
	0	Sukakersa village			458 HoF
	Cisitu district				
1	Pajagan village	HoF			
2	Cigintung	HoF			
1994-1997	Darmaraja district		Presidential Decree No. 55/1993 on land procurement for construction for public interests	Compensation by money and final (required to move own-willingly and independently)	
	3	Sukamenak village			440 HoF
	4	Leuwi Hideung village			518 HoF
	Jatinunggal district				
5	Simasari village	268 HoF			
2001-2007	Darmaraja district		Presidential Regulation No. 65/2006 of Land Procurement for Construction for Public Interests	Required to move own-willingly and independently	
	6	Cibogo village			837 HoF
	7	Sukaratu village			149 HoF
	Wado district				
	8	Wado village			889 HoF
	Jatinunggal district				
9	Pawenang village	43 HoF			

Source: Dedi Rustandi, Department of Public Relations and Protocol of Sumedang Regency [22]

TABLE IV. SUMMARY OF DEMOGRAPHIC DATA AT THE AREA OF RESERVOIR OF JATIGADE DAM

Relocation Right Owner	Statement	Number of HoF
1	2	3
Category I (People whose land, building and crops condemned at 1982-1986)	HoF alive and living at the area of reservoir	952 HoF
	HoF receiver of compensation living outside the area of reservoir	690 HoF
	HoF recorded as deceased, but heir is alive and whereabouts is known	1,837 HoF
	HoF recorded but whereabouts is unknown	1,035 HoF
Total		4,514 HoF
Category II - People whose land, building and crops condemned at 1994-1997 - People whose land, building and crops condemned at 2005-2007 - People with no relation to condemnation but has settled in area of reservoir	HoF and family members physically living and recorded in the area of reservoir	5,371 HoF
	HoF and family members physically living in the area of reservoir but recorded in citizenship document as citizen of area outside of reservoir	43 HoF
	HoF physically not living in the area of reservoir but recorded in citizenship document as and the family members living in the area of reservoir	984 HoF
	HoF physically not living in the area of reservoir but the family members living in the area of reservoir	12 HoF
	Total	6,410 HoF
Total Number		10,924 HoF

Source: BPKP of West Java, 2014 [23]

TABLE V. COMPENSATION AMOUNT FOR CATEGORY I AND II

No	Details	Volume	Price Unit (Rp)	Total (Rp)
1	2	3	4	5
CATEGORY I (4,514 HoF)				
1.	Compensation for Building	36 m <sup>2</sup>	1,877,000	67,572,000
2.	Compensation for Land Procurement	400 m <sup>2</sup>	82,000	32,800,000
3.	Unemployment Benefit	6 Months	3,703,000	22,219,200
TOTAL				122,591,200
CATEGORY II (6,410 HoF)				
1.	Compensation for Demolition	24 OH	64,208	1,540,992
2.	Movement	1 Ls	1,600,000	1,600,000
3.	House Rent	1 Ls	4,000,000	4,000,000
4.	Unemployment Benefit	6 Months	3,703,200	22,219,200
TOTAL				29,360,192

Legal Basis: Decree of Minister of Public Works and Human Settlements No. 58/KPTS/M/2015 [8]  
 Decree of Minister of Finance No. S-396/MK/02/2015 [9]  
 Decree of West Java Governor No. 611.1/Kepp.386/BAPPEDA/2015 [10]

TABLE VI. SITES AROUND JATIGEDE DAM

No	Name of sites	Statements	Address
1	2	3	4
1.	Leuwiloa site	Sacred grave of Embah Wacana	Leuwiloa, Leuwi hideung village, Damararaja district
2.	Nangewer site	Sacred grave of Embah Mohamad Abrul Saka	Nangewer, Leuwi hideung village, Damararaja district
3.	Tembong Agung site	Remains of Tembong Agung kingdom	Muhara, Leuwi hideung village, Damararaja district
4.	Pasir Limus site (Patilasan Tilem)	Complex of ancient grave of eyang jumanggala, eyang isteri ratna Komala Inten	Leuwi Hideung village, Damararaja district
5.	Muhara site	Sacred grave of Eyang Marapati and eyang Martapati	Leuwi Hideung village, Damararaja district
6.	Marongpong site	Sacred grave of embah Sutadiangga	Muhara, Leuwi hideung village, Damararaja district
7.	Nangkod site	Grave of embah janggot Jaya Prakosa	Nangkod, Leuwi hideung village, Damararaja district
8.	Sawah Jambe site	Three menhirs	Sawah Jambe, Leuwi hideung village, Damararaja district
9.	Lameta site	Sacred grave of Embah Dira	Lameta, Leuwi hideung village, Damararaja district
10.	Betok site	Complex of graves	Betok, Leuwi hideung village, Damararaja district
11.	Tanjungsari site	Complex of ancient grave of Embah H. Dalem Santapura	Kebon Tiwu, Cibogo village, Damararaja district
12.	Munjul site	Complex of graves of Singadipa	Munjul, Sukamenak village, Damararaja district
13.	Sacred site of Eretan	Grave of eyang Geulis (queen consort of Prabu Gajah Agung)	Cisurat, Cisurat village, Wado District
14.	Cipawenang site	Sacred spring	Cigangsa, Pawenang village, Wado District
15.	Cigangsa site	Sacred grave of Raden Arya Wangsa Dinaya	Pawenang village, Wado District
16.	Gagak Sangkur site	Sacred grave of Raden Aria Sutadinata	Pawenang village, Wado District
17.	Tulang Gintung site	Sacred grave of Eyang Jayasakti	Sundulan Padajaya village, Wado District
18.	Gunung Penuh site	Sacred grave of Tresna Putih	Bantarawi Padajaya village, Wado District
19.	Buang Ngariung site	Grave of Embah Wangsapraja	Buah Ngariung, Padajaya village, Wado District
20.	Curug Mas site	- Grave of embah dalem Panungtung and Angling Darma - Curug Mas waterfall - Sumur Bandung	Cadas Ngampar, Sukakersa village, Jatigede district
21.	Cadas Ngambar site	Sacred grave	Cadas Ngampar, Sukakersa village, Jatigede district
22.	Tanjakan Embah site	Grave of embah sadaya pralaya	Jemah village, Jatigede district
23.	Sukagalih site	Sacred grave	Sukagalih, Jemah village, Jatigede district
24.	Aji Putih site	Grave of Prabu Aji Putih dan his queen consort	Cipeueut, Jemah village, Jatigede district
25.	Astana Gede Cipeueut site	Grave of Sumedang Larang King.	Cipeueut, Jemah village, Jatigede district

Source: Research of Dr. Nima Herlina in Deddi Rustandi [24]

Jatigede Dam was finally inaugurated on 31st of August, 2015, by Minister of Public Works and Human Settlements, Basuki Hadimuljono, after almost 51 years process of development. Late process of development was due to complicated social issues. Indication of the effect of Jatigede Dam construction began in the period of 1982-1986. The trigger was the concerns of the affected community due to ineffective process of land acquisition and many errors such as missed assets, miscalculation of acquisition cost and slow disbursement of compensation. Protests by community began to arise demanding government to repair roads that were damaged by heavy equipment. There were also reports that several villages refuse the land acquisition.

Jatigede Dam construction brings out both positive and negative impacts. Positively, this dam was going to be the second largest dam in Indonesia after Jatiluhur dam that generate electricity, provide area for freshwater fish farming, aquatourism, flood control in Pantura area, and supply for raw water and irrigation. Negatively, there were problematic payment of compensation for acquisition of land, building and forest land, and unavailability of public facilities and social facilities at the relocation site resulting in inhabitants of Jatigede suffer from food insecurity to the point that some of them have to consume cassava for daily food. These were conveyed by dozens of inhabitants affected by Jatigede Dam construction in their 297th protests at DPRD building and Office of Administrative Center (*Kantor Induk Pusat Pemerintahan, or IPP*) of Sumedang Regency, Jalan Prabu Gajah Agung, Sumedang, on 6th of April, 2017. [17]

The condemnation dispute of affected people (*OTD*) of Jatigede has not been completed, where they insist on full disbursement of compensation for their land and building that have undergone data collection process and, moreover, that they have been under status of Transfer of Rights. They consider that all data filing of their land and build by Land Procurement Committee (*P2T*) are legally valid in accordance with applicable regulations. Therefore, government has no reason to not immediately disburse the compensation for the land and building acquisition. On the other hand, government will continue to wait for legal opinion from West Java Provincial Attorney officer. The reason is that the data files of land and building of a number of affected people, which they claimed to be already under status of Transfer of Rights, still do not have clear legal aspect, thus government's work unit of Jatigede is discouraged to disburse compensation for the land and building acquisition. [16] After the inauguration of Jatigede Dam, there has not been sharing of authority between Central Government and Sumedang Regency Government in terms of Jatigede Dam management, such as authority in management of tourism and other potentials. This eventually will decelerate the planning process of development in Sumedang Regency.

Social and economic impacts are obviously felt by people affected by the project. These impacts do not necessarily stop only with disbursement of compensation, but on survivability of the people in the future, where they suffer from loss of livelihood from agriculture due to the affected area is agricultural area. The loss of livelihood and identity of hereditary land are logical consequences that affect the people.

The impacts can happen at every stage of the construction. Different characteristic of the impacts requires different solution; by identifying the impact of construction, it is expected to provide reference to minimize the potential impact of other similar cases. One of affected people states that:

After the area is flooded, we lose our rice fields, our source of income, and until today there isn't any action from government concerning our survivability. They think that their responsibility is over after the compensation. However, the paid compensation is not enough even for rebuilding house, not to mention for cost of daily living. We currently depend only on work as coolie to provide for daily living, and that only if someone would hire us. [25]

The same thing also expressed by Dasim Dasta, who claims to lose his agricultural land, that he used to work as farmer before the project, "now that I am out of job, have nothing to do, have no rice field to work on". [26]

One of villagers of Sukamenak, Darmaraja district, also states that:

"In the past (before the land is flooded), what on my mind was only my children's school fees, I did not really worry about meal and sleep. Rice was sufficient since I had rice field by 50 *bata*, and vegetables and cassava were available to pick. Everything was not as complicated as now. Now I don't have rice field, and the house is not yet finished. I currently only work as farm worker when someone hire, or become construction laborer" [27]

Jatigede customary chief, Agus Haruman, states that "Due to the dam construction, 60 thousand people of Jatigede suffer from loss of income since losing their agricultural land," [18] In infrastructure project, factors such as compensation for land acquisition, unfairly eviction of settlement, economic loss due to land procurement and eviction and effects of construction on economic effort are the most critical social risks.

## II. PROBLEM STATEMENT

In relation to problems explained above, the problem statements to be used as basis of this research are:

1. How is social impact management of Jatigede Dam construction in Sumedang Regency, West Java Province?
2. What are supporting and inhibiting factors in social impact management of Jatigede Dam construction in Sumedang Regency, West Java Province?
3. What are efforts to overcome the inhibiting factors in social impact management of Jatigede Dam construction in Sumedang Regency, West Java Province?

## III. THEORETICAL FRAMEWORK

This research aims to know about social impact management of Jatigede Dam construction in Sumedang Regency. The dam was inaugurated at August 31st 2015, and is intended to supply water for irrigation, raw water, to decrease

rate of flood flow and to serve as Hydroelectric Power (PLTA). Social impact management is not limited to compensation for land, building and crops; other impacts after the inauguration Jatigede Dam should also be considered, because the construction leaves social impacts such as loss of livelihood. Legal bases that underlie the dam construction are:

1. The 1945 Constitution, article 1, that the State of Indonesia shall be a Unitary State with the form of Republic;
2. The 1945 Constitution, article 18 paragraph (1) and (5), that Local Government shall be authorized to regulate and manage its own administrative affairs in accordance with principles of regional autonomy and duty of providing assistance, and shall exercise the broadest possible autonomy;
3. Law No. 23/2014 on Local Government, article 8 and 12, regarding distribution of Administrative Affairs;
4. Presidential Regulation No. 3/2015 on Acceleration of National Strategic Project Implementation.

And several policies or juridical bases in relation with Jatigede Dam construction in terms operationalization and realization are as follows:

1. Presidential Regulation No. 1/2015 on Social Impact Management of Jatigede Dam Construction.
2. Decree of Minister of Public Works and Human Settlements No. 58/KPTS/M/2015 at May 6th 2015 on Determination of Cash Receiver for Substitute House and Compensation for Social Impact Management of Jatigede Dam Construction.
3. Decree of Minister of Finance No. S-396/MK.02/2015 at May 26th 2015 on Determination of Amount of Cash for Substitute House and Compensation for Social Impact Management of Jatigede Dam Construction.
4. Decree of Governor No. 36/2000 on prohibition of construction around the dam area.
5. Decree of West Java Governor No. 611.1/Kep.78-sarek/2006 on Formation of Coordinating Team of Jatigede Dam Construction.
5. Decree of West Java Governor No. 611.1/Kep.1373-Admrwk/2010 on Amendment Decree of West Java Governor No. 611.1/Kep.78-sarek/2006 on Formation of Coordinating Team of Jatigede Dam Construction.
5. Decree of West Java Governor No. 611.1/Kep.1058-sarek/2010 on Task Force for Acceleration of Jatigede Dam Construction.
8. Decree of West Java Governor No. 611.1/Kep.386 BAPPEDA/2015 on 20th of March, 2015, on Community Affected by Jatigede Dam Construction Living in the Area of Reservoir.

Based on the problem formulation, this research aims to determine and analyze social impact management of Jatigede

Dam construction by Sumedang Regency Government, and it uses social impact management theory by Managing for return on Social Innovation (ROSI): *Pillars for Sustainable Social Impact* as suggested by Cronin and Dearing [19] by reason that this theory explains four foundational pillars of sustainable social impact that offer a basic framework for social change initiatives that are deployed across multiple sectors and stakeholders. They seek to solve problems, to provide a blueprint for the management practices and strategies necessary, to design social innovations that will create the best possible chance of long-term return on investments made by organizations in the public, nonprofit, and private sectors. This theory fits the context of research due to having similar characteristics with the object of research. The pillars or foundations are:

#### A. Open Circle

It refers to capacity to welcome new stakeholders, and it requires embracing broad stakeholder engagement. This can be defined as relationship between each and every stakeholders engaged.

#### B. Focused Purpose Sharing

After welcoming new stakeholders by open circle, it should lead to focused purpose sharing. In order to achieve shared purpose, what is necessary is:

- a) Solid agreement on what the overall social change objective is
- b) Shared understanding of the roles needed to pursue the objective
- c) Shared commitment to participate in the process
- d) A willingness among stakeholders to share their resources for social change objective.

#### C. Mutuality of Success

Mutuality of success naturally follows the focused purpose sharing. Shared success should be ultimate end goal of collaborative approaches. This does not mean that equality of success among stakeholders, but all stakeholders who have engaged in focused purpose sharing should experience outcomes that achieve the purpose in social change.

#### D. Persistent Change Perspective

Achieving true social impact takes time and sustained collaboration, it requires tenacity and perseverance and ability simultaneously to achieve necessary social change.

In order to answer the second problem statement, i.e. supporting and inhibiting factors of strategy of Sumedang Regency Government in social impact management of Jatigede Dam Construction, field observation was carried out. And to answer the third problem statement, i.e. Efforts to overcome the inhibiting factors of strategy in social impact management, theory by Epstein dan Kristi Yuthas [28], i.e. 6 (six) solutions to social problems: innovation, service delivery, capacity building, research, advocacy and infrastructure.

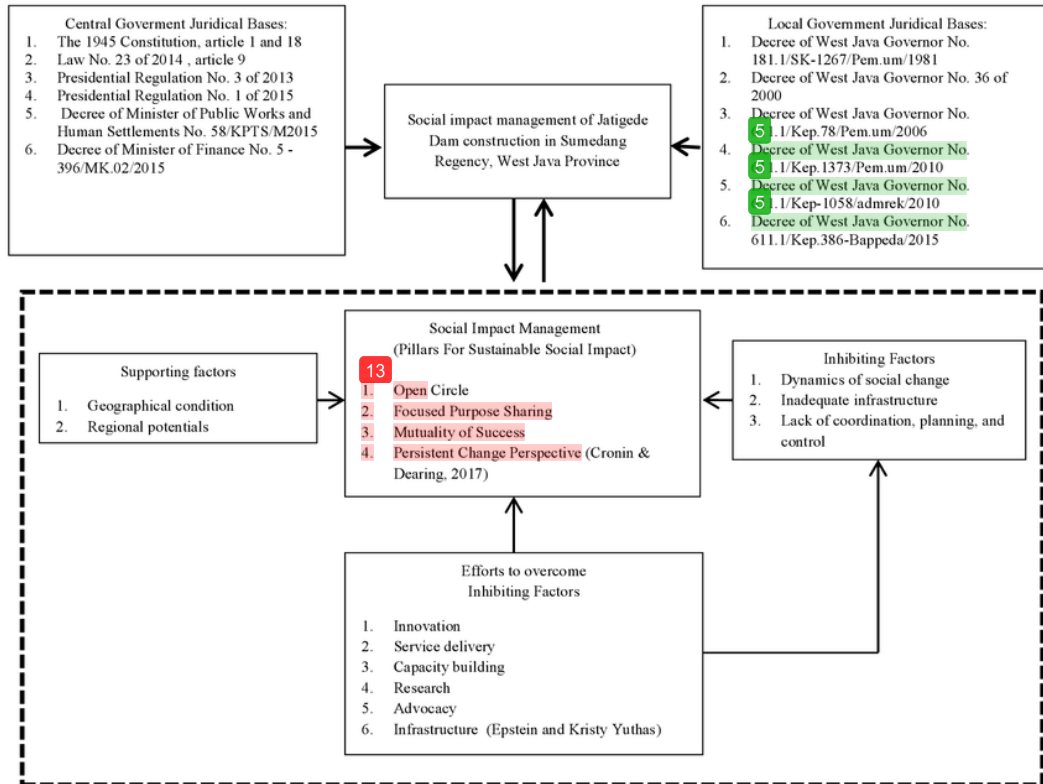


Figure 1. Research Design

#### 10 IV. RESEARCH METHOD

This study used descriptive qualitative method. In research of public administration, theme becomes the "key" to the success of a research, and qualitative theme shall be processed like quantitative research; and to distinguish qualitative from quantitative research, operationalization shall be description of research variables that have been agreed and defined according to consulted references, while in qualitative research, operationalization which is better known as "research operationalization structure" is derived from problem statement.[29] Informants in this research are:

- 1) Regent of Sumedang as Informant 1;
- 2) Chairman of Comm<sup>10</sup>on A Regional Representative Council of Sumedang Regency as Informant 2;
- 3) Head of Office of Public Works and Spatial Planning of Sumedang Regency as Informant 3;
- 4) Head of Office of Housing, Settlements and Land of Sumedang Regency as Informant 4;
- 5) Head of Office of Social Services, Woman Empowerment and Child Protection as Informant 5;

- 6) Head of Office of Labor and Transmigration as Informant 6;
- 7) Head of Office of Tourism, Culture, Youth and Sport as Informant 7;
- 8) Secretary of Regional Development Planning, Research and Development Agency of Sumedang Regency as Informant 8;
- 9) Head of Jatigede District as Informant 9;
- 10) Head of Wado District as Informant 10;
- 11) Head of Jatinunggal District as Informant 11;
- 12) Head of Cistitu District as Informant 12;
- 13) Head of Darmaraja District as Informant 13;
- 14) Head of Situraja District as Informant 14;
- 15) Head of Subdivision of Territorial Administration under Division 6 Governance, Regional Secretariat of Sumedang Regency as Informant 15;
- 16) Head of Subdivision of Social, Health, Labor and Population under Division of Government and Social, Regional Development Planning, Research and

- 6  
Development Agency of Sumedang Regency as Informant 16;
- 17) Head of Subdivision of Research and Development, Regional Development Planning, Research and Development Agency of Sumedang Regency as Informant 17;
- 18) 6 Village Chiefs as Informant 18;
- 19) Director of Local Government-Owned Enterprise, PT. Kampung Makmur Sejahtera, as Informant 19;
- 20) Community Organization (Patron of *Paguyuban Motekar*) as Informant 20;
- 21) 12 persons of Affected Community (*Masyarakat Terdampak* or *OTD*) as Informant 21.

TABLE VII. RESEARCH THEME STRUCTURE

1	2	3	4	5	6
4 Social impact management of Jatigede Dam construction in Sumedang Regency, West Java Province	Social impact management of Jatigede Dam construction in Sumedang Regency, West Java Province (Cronin & Dearing)	Open Circle	Embracing broad stakeholder	(1)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,18,19, 20, 21
		Focused Purpose Sharing	Solid agreement on what the overall social change Shared understanding of the roles needed Shared commitment to participate in the process A willingness among stakeholders to the social change objectives	(2) (3) (4) (5)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,19 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,19 1,2,3,4,5,6,7,8,9,10,11,12,13,14,19 1,2,3,4,5,6,7,8,9,10,11,12,13,14,18,19, 21
		Mutuality of Success	Outcomes that achieve the purpose Benefit their interest in the social change	(6) (7)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,16,18,19,20,21 1,2,3,4,5,6,7,8,9,10,11,12,13,14,16,18,19,20,21
		Persistent Change Perspective	Sustained collaboration Tenacity and perseverance	(8) (9)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,19,20 1,3,8,19,20,21
	Supporting and Inhibiting factors in social impact management of Jatigede Dam construction in Sumedang Regency, West Java Province	Supporting Factors	Geographical condition Regional potentials	(10) (11)	1,2,7,8,9,10,11,12,13,14,18,19,20,21 1,2,7,8,9,10,11,12,13,14,18,19,20,21
		Inhibiting Factors	Dynamics of social change Inadequate infrastructure Lack of coordination, planning, and control	(12) (13) (14)	1,2,3,4,5,6,7,8,9,10,11,12,13,14,18,19, 20,21 1,3,4,9,10,11,12,13,14,18,20,21 1,2,8,9,10,11,12,13,14,16,18
	Efforts to overcome the inhibiting factors in social impact management of Jatigede Dam construction in Sumedang Regency, West Java Province	Internal Effort	Innovation Service delivery Capacity building	(15) (16) (17)	1,7,8,9,10,13,18,19,20,21 1,9,10,11,12,13,14,15,18 1,5,6,8,9,10,11,12,13,14,18
		External Efforts	Research Advocacy Infrastructure (Epstein and Kristy Yuthas)	(18) (19) (20)	1,5,6,7,8,9,10,11,12,13,14,17,18 1,15 1,3,4,8

Source: Cronin & Dearing [19], Epstein and Kristy Yuthas [28]

In qualitative research of public administration, data is collected using interview, observation, documentation, focus group discussion, and then completed by triangulation. [30] Success of an observation is supported by observation tool, i.e. guidance observation. Observation is the standard method necessary in study of public administration. Observation in

research of public administration should address 4 (four) standards, i.e. personnel, equipment, finance and documentation, where observation seeks to see indication, action by government, time, place, actor, and analysis. In this research, guidance observation to be used as observation tool can be seen in table below:

TABLE VIII. GUIDANCE PERFORMANCE

No	Indication	Action by Government	Fact	Time	Actor	Analysis
1.	Personnel	Formation of Coordinating Team of Jatigede Dam Construction (Decree West Java Governor No. 611.1/Kep.78-sarek/2006 and Decree of West Java Governor No. 611.1/Kep.1373-Admrwk/2010 on Amendment on Decree of West Java Governor No. 611.1/Kep.78-Sarek/2006 on Formation of Coordinating Team Jatigede Dam Construction.	The team is unable to perform management of social and environment impact of Jatigede Dam construction	2006 to 2010	all authorized officers in Central and West Java Province	Formation of Coordinating Team of Jatigede Dam Construction (Decree West Java Governor No. 611.1/Kep.78-sarek/2006 and Decree of West Java Governor No. 611.1/Kep.1373-Admrwk/2010 on Amendment on Decree of West Java Governor No. 611.1/Kep.78-Sarek/2006 on Formation of Coordinating Team Jatigede Dam Construction.
		Formation of Work Unit for Acceleration of Jatigede Dam Construction (Decree of West Java Governor No. 611.1/kep.1058-Admrek/2010)	acceleration by cooperation between elements who are members of Coordinating Team of Jatigede Dam construction in social impact management of Jatigede Dam	2010	all authorized officers in Central and West Java Province	lack of coordination, synchronization, and facilitation of the acceleration of social impact management thus the conflicts/effects are still unfinished to the date
2.	Equipment	Preparation of land and building/house for affected community	Inadequate place of relocation for affected community	2016	Work Unit of Jatigede	Place of relocation for affected community still lacks public and social facilities
3.	Finance	Providing of social impact management to community by disbursement of proper compensation for rightful receivers.	People approved Jatigede Dam construction for the sake of public interests by receiving compensation; however, several groups in the community disapproved because of poor management of the place of relocation in general, such issues of livelihood and no access of public facilities at the place of relocation.	2006-now	One-stop Administration System (SAMSAT) of Jatigede	compensation for land and building is not completely paid off
4.	Documentation	Government, through One-Stop Integrated Administration System (SAMSAT) of Jatigede has completed report of data evaluation and verification on social and environment impact management of Jatigede Dam construction.	Some people still disapprove by performing demonstration in front of Sumedang Regency office building for their disagreement on results of the evaluation and verification.	2010-now	One-stop Administration System (SAMSAT) of Jatigede	data is invalid due to late process of construction

Source: Developed by author, 2017

## V. FINDING AND DISCUSSION

Based on analysis and discussion above, it can be concluded that:

1. Social impact management of Jatigede Dam construction, in general, has been implemented by Sumedang Regency Government; however, it's not been yet optimal. The management was performed by:

- 1) Practice of Open Circle by embracing broad stakeholders in its implementation. The stakeholders are organizations of local agency, Local Government-Owned Enterprises, NGOs, Cooperates, banks and colleges; however, the stakeholders are still not listed by means of decree, thus less integrated.

- 2) Focused Purpose Sharing by:

- a) Solid agreement on what the overall social change, reflected in result of meetings, FGD, and other forums that engage regional legislative council (*DPRD*) Coordinating Forum of Regional Leaders (or *Forkopimda*), Work Unit of Jatigede, organizations of local agency, NGOs, and other organizations.
- b) Shared understanding of the roles needed, and all stakeholders have understood their own roles in social impact management of Jatigede Dam construction as seen in programs/activities implemented.
- c) Shared commitment to participate in the process. High commitment of leaders and stakeholders in the process of impact management, but goal of the

participation is still unable to meet community's basic needs.

- d) Willingness among stakeholders to the social change objectives. This great willingness is reflected in activities performed in self-supporting way.
- 3) Mutuality of success by:
  - a) Outcomes that achieve the purpose. The social impact management that has been implemented fails to achieve outcome according to the purpose. Several community's prioritized and most basic needs are still not met.
  - b) Benefit their interest in the social change. Sumedang Regency government has performed development activities of Jatigede Dam in multiple sectors to ensure social benefits. However, unstable psychological condition of the community in facing changes affects the success of the programs/activities.
- 4) Persistent change perspective, by:
  - a) Sustained collaboration between stakeholders. However, results of research indicate that the collaboration seems unclear and less integrated because there isn't any forum that provide place for communication, synchronization, collaboration and coordination between stakeholders.
  - b) Tenacity and perseverance. Impact management takes time and sustained efforts through multiple stages of implementation.
2. Supporting factors in social impact management of Jatigede Dam construction are geographical condition and potentials of Jatigede Dam, namely natural, cultural, and artificial potentials. Sumedang Regency Government exploits the geographical condition and potentials by making plan of development of Special Economic Zone (SEZ) (in Indonesian: *Kawasan Ekonomi Khusus*, or KEK) and development of ecotourism which are expected to enable the growth of economic development for affected community and the inhibiting factors are dynamics of social change, limited capital, capability and skills that make community difficult to adapt to new environment. Insufficient infrastructures and lack of coordination, planning, and control have made the implemented programs/activities fail to provide real output for community.
3. Efforts to overcome the inhibiting factors are:
  - 1) Innovation, by development of *kampung buricak burinong*, development of Special Economic Zone Jatigede and other innovations by both government and community independently.
  - 2) Service delivery for citizenship administration service and facilitation for disbursement of compensation
  - 3) Capacity building through competence-based training and development for the affected community. However, result of the training and development fails

to directly overcome social issues because the lack of capital and marketing makes the affected community difficult to recover their economic and social condition.

- 4) Research, which result can be used as input for government to manage social impacts of Jatigede Dam construction in Sumedang Regency.
- 5) Advocacy, by providing legal assistance in the process of disbursement of compensation, and suggesting clear distribution of authority in the management of Jatigede Dam. However, the absence of policy that specifically regulate social impact management makes its implementation and control unclear.
- 6) Infrastructure, by development of public and social facilities, environment planning at the area of affected community. However, this is still not optimal due to adjustment to ceiling limit of government's budget.

## VI. RECOMMENDATION

1. In social impact management, there are still shortcomings, i.e. in (1) category of Open Circle, where the engaged stakeholders are not yet listed in a decree, (2) category of mutuality of success, where benefits of programs/activities by government fails to directly reach the community, (3) category of persistent change perspective, where the collaboration seems unclear and less integrated. Therefore, several things can be done, such as:
  - a. Sumedang Regency government should list the stakeholders in a decree to clearly describe main duties and functions of each stakeholder and to facilitate coordination and control.
  - b. Performing needs analysis so that the implementation can be effective and according to communities prioritized needs. This can be performed by short- and long-term planning. Short-term planning shall address immediate basic needs such as preparing new job opportunities, providing working capital, facilitating local product marketing and providing infrastructures.
  - c. Formation of forum that provide place for communication, synchronization, collaboration and coordination between stakeholders so that programs/activities of impact management can be more integrated.
2. Engagement and empowerment of affected community to exploit geographical condition and available potentials by applying appropriate model of empowerment according to characteristics of affected community and according to local business factor and culture.
3. In efforts to overcome the inhibiting factors in social impact management of Jatigede Dam, there are shortcomings in the category of service delivery, capacity building, and infrastructure, and Sumedang Regency Government should perform these things:

- a) Better service delivery in citizenship administration service by being proactive, because of long distance between affected area and capital of regency, or by online at village or district level.
- b) Better capacity building by performing development or outreach program consistently and continuously until community is enabled to have income. Opening new job opportunities for community and empowering the community according to their characteristics.

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