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The Role of Place-based Leadership in Coastal Community Initiative in Sendang Biru, Indonesia



MASTER THESIS

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AND

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ABSTRACT

Geographically, Indonesia as an archipelagic country with its two-third area of sea is the country with second longest coastline where most of coastal areas are administratively listed as rural. Increasing number of human activities on coastal area might lead to environmental degradation. Sustainable development has been one of the promising solutions to respond to the complexity of the conditions, incorporating more communicative and place-based approaches. There is a growing theory that leadership might be the missing variable that explains why some places are well-developed while others are not. Yayasan Bhakti Alam Sendang Biru is a local community initiative in a neighborhood located in Tambakrejo. This organization is established due to emerging issues of mangrove deforestation.

This research aims for assessing the role of place leadership in a case study area, Sendang Biru, and provide empirical approach on how leadership of the local community initiative could improve sustainable development. Some argue that sustainable development should be framed in place-based approach and positioned in a search of institutional arrangement that fits specific issues and situations in specific area.

The case study has discovered a strong individual leading actor behind the local community initiative and create collaboration with exogenous actors in developing the area. In other words, place leadership that plays role in supporting a community initiative for environmental sustainability in Sendang Biru is providing directive innovations through place-based joint learning of multidiscipline actors and domains.

Keywords: place-based, place leadership, rural area, sustainable development, local community initiative, institutional arrangement

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CONTENTS

ABSTRACT	i
ACKNOWLEDGEMENT	ii
CONTENTS	iii
LIST OF FIGURES	v
LIST OF TABLES	vi
ANNEX	vii
CHAPTER 1: INTRODUCTION	1
1.1 Coastal Neighborhood in Sendang Biru	1
1.2 The Emergence of Place Leadership	2
1.3 Research Question	2
1.4 Potential Challenge	3
CHAPTER 2: THEORETICAL FRAMEWORK	5
2.1 Place leadership towards sustainable development	5
2.2 Forms of leadership	6
2.3 Characterizing the types of leadership	8
2.4 Leadership capability and capacity	11
2.5 The Role of Place-based Leadership in Rural Development	13
2.5.1 Joint Spirit	14
2.5.2 Collective Agency	15
2.5.3 Coalitions	15
2.5.4 Institutional Arrangement	15
2.6 Assessing place leadership for sustainable development in rural areas	16
CHAPTER 3: RESEARCH DESIGN	19
3.1 Case Study: Bhakti Alam Sendang Biru	19
3.2 Data Collection: methods/tools	22
3.3 Empirical Research Strategy	23
3.4 Ethical Issues	24
CHAPTER 4: FINDINGS	26
4.1 Unfolding Place-based Leadership in Local Initiative Bhakti Alam Sendang Biru	26
4.2 The Role of the Individual Leading Actor in Sendang Biru	31
4.3 Interaction and Collaboration between Key Actors	36
4.4 Current and Potential Outcome	43
4.4.1 Joint Spirits Gatherer	44
4.4.2 Forming Collective Agency	44
4.4.3 Networking to build coalitions	45
4.4.4 Influencing Institutional Settings	45
CHAPTER 5: DISCUSSION AND INTERPRETATION	47
5.1 Place-based Leadership in Sendang Biru	47
5.2 What Is More Beyond Institutional Settings?	49
5.3 Research Reflection	50
CHAPTER 6: CONCLUSION AND RECOMMENDATION	52
6.1 Conclusion	52
6.2 Recommendation for Future Research	55

REFERENCES	56
APPENDIX - 01	59
APPENDIX - 02	60

LIST OF FIGURES

Figure 2. 1 New Civic Leadership (Hambleton, 2015)	9
Figure 2. 2 Complexity Leadership (Uhl-Bien & Arena, 2017)	10
Figure 2. 3 Expanding spiral of place leadership outcome, inspired by Horlings et al (2018)	14
Figure 2. 4 Well-working operational interfaces framework by Wellbrock (2013)	17
Figure 2. 5 Theoretical framework (source: author)	18
Figure 3. 1 Case study location on Malang Regency administrative map	20
Figure 3. 2 Case study area (source: author)	21
Figure 3. 3 Empirical Data Collection Strategy (source: author)	24
Figure 4. 1 Bhakti Alam activities (source: Instagram @cmctigawarna)	29
Figure 4. 2 Overview of Yayasan Bhakti Alam Sendang Biru (source: bhaktialam.org)	29
Figure 4. 3 Saptoyo the head of Bhakti Alam (source: bhaktialam.org)	32
Figure 4. 4 Bhakti Alam achievements (source: Instagram @cmctigawarna)	35
Figure 4. 5 Interaction and collaboration between domains (source: author)	36
Figure 4. 6 Expanding spiral model place leadership in Sendang Biru (source: author)	43
Figure 4. 7 State forest on Tambakrejo (source: (APPGIS, 2017))	46
Figure 4. 8 Tambakrejo village (source: Google Maps edited by author)	46
Figure 4. 9 Social forest for Bhakti Alam Lestari based on IPHPS	46
Figure 5. 1 Complexity leadership in Sendang Biru (source: author)	49
Figure 5. 2 Beyond institutional settings in expanding spiral model (source: author)	50

LIST OF TABLES

Table 2. 1 The types of leadership.....	11
Table 2. 2 Leadership Capabilities	13
Table 2. 3 Value-oriented leadership (Horlings & Padt, 2011).....	17
Table 3. 1 Data collections generated from research questions.....	22
Table 4. 1 List of Coastal Tourism in Regional Government Regulation.....	31
Table 4. 2 Types of leadership practiced by government institution agency	38
Table 4. 3 Types of leadership practiced by the knowledge support structure.....	39
Table 4. 4 Types of leadership practiced by Bhakti Alam	40
Table 4. 5 Leadership Capabilities	41
Table 4. 6 Activated leadership capabilities	42
Table 5. 1 Leadership analysis of the key actors involved.....	48

ANNEX

Bhakti Alam	Yayasan Bhakti Alam Sendang Biru, the local community organization in Sendang Biru
CLT	Complexity Leadership Theory
CMC	Clungup Mangrove Conservation
EJEF	East Java Ecotourism Forum
IPHPS	Social forest utilization permit
NGO	Non-governmental Organization
Perhutani	State-owned enterprise forest which manage forest resources in Java and Madura
POKMASWAS	Supervising Community, established by Marine and Fisheries Agency
WCED	World Commission on Environment and Development

CHAPTER 1: INTRODUCTION

Tropical coastline forests are endangered with catastrophic consequences for all life forms, as it is estimated that 35% of the world's original mangrove cover is gone. The loss of protective mangrove forests and wetlands are exposing civil coastline structures to catastrophic failure from extreme weather conditions (CASE, 2016). Geographically, Indonesia as an archipelagic country with its two-third area of sea is the country with second longest coastline after Canada (MapXL, 2017). Maritime resources have a great potential in contributing to welfare improvement, as also mentioned in clause (3) of article 33 of The 1945 Constitution of the Republic of Indonesia, 'the land, the waters and the natural resources within shall be under the powers of the State and shall be used to the greatest benefit of the people.' However, groups of people who live in the coastal area and economically depend on the sea and coastal resources, known as coastal society, in some regions are struggling with poverty. On the other hand, there is an emerging theory of place leadership that argue a place with well-practiced leadership tend to perform economically better than places which lack effective leadership. This research tries to provide an empirical study on how place leadership is able to influence development in a rural area in Indonesia.

1.1 Coastal Neighborhood in Sendang Biru

The life quality of many coastal societies in Indonesia is far poorer than in urban areas because of lack of infrastructure and facilities. This sort of vulnerability could be experienced in the coastal region of Sendang Biru, although it has a quite promising potential in fisheries, forestry product, and tourism. The situation is worsened by environment degradation and climate change which triggered local communities to rehabilitate their neighborhoods. In 1998, Indonesia experienced a national reformation, when the citizens were questioning the regime authority which led to riots and exploitations, including forest resources. Mangrove deforestation had become inevitable in Sendang Biru during this time resulting from massive exploitation done by both private and public actors. This led to various side effects in early 2000, such as water scarcity, declining fishery, and physical environment degradation according to the local community. Nevertheless, the state defined the coastal zone as a protected area under the management of PERHUTANI, as the state company, according to the government regulation No. 72 year 2010. This regulation seems to limit the local participation in managing their neighborhood due to its legal authority. This might lead to conflict between the local society and PERHUTANI over contested coastal zone management, though both intentions are to improve public wealth improvement.

Currently, Sendang Biru is gaining popularity through its ecotourism managed by the local organization called Bhakti Alam Sendang Biru. In late 2014 they were nominated for "Menuju Indonesia Hijau", an award held by the Ministry of Environment and Forestry as appreciation to those

who contribute in maintaining the carrying capacity of sustainability. Recently, this organization also received a nomination in “Anugerah Pesona Indonesia 2017” for the most popular cleanliness tourism destination (Bhakti Alam, 2016). This organization was initiated by a local citizen who was concerned about the condition of the environment after the massive mangrove deforestation. His individual action has generated wider consciousness regarding environmental sustainability in this neighborhood.

1.2 The Emergence of Place Leadership

This story indicates that place leadership has a quite significant role in shaping rural development. However, the role of place leadership is less likely to be acknowledged by the local government and seems to be hindered by the designated authority (Perhutani). One of the key differences between leadership in general and local leadership is in how leadership emerges in communities. If leadership roles are occupied by individuals with limited capacity, the decision-making is likely to be poor (Beer & Clower, 2014). These constraints have been an obstacle for coastal societies to develop the area. It needs a place-based civic leadership where the exercising decision-making power has a concern for the communities living in the ‘particular’ place (Hambleton & Howard, 2013).

The lack of government attention towards rural areas in Indonesia has stimulated the emergence of local initiatives in area development. Sotarauta et al (2013) state that leadership plays a crucial role in reinventing regions, and in enabling regions to branch out onto a new path in order to create more balanced and sustainable regional development. Actions on the individual level take shape in the form of activities of willful individuals who can play an important role in regional development processes, acting as ‘leaders of change’ (Horlings l. , 2013). Collinge and Gibney (2010) argue that place is a unique setting for leadership and local development must be understood in the light of local social structures and culture and local political dynamics. A knowledge gap can be identified where nations with highly centralized governments are less likely to encourage the rise of effective local leadership since their tendency for development mostly concentrated in metropolitan rather than rural areas (Beer & Clower, 2014). According to the Millennium Ecosystem Assessment, regions (especially coastal areas) are confronted with climate change, economic and demographic challenges, unrestrained urbanization, and an over-exploitation of natural resources (Sotarauta et al, 2013). Hambleton (2015) specifically mentions that a key challenge for civic place leadership is to understand how to use their local power to negotiate with place-less organizations to bring about desirable outcomes and enhance the power of local democracy.

1.3 Research Question

The aim of this study is to understand the role of place leadership in community initiatives. Primary research question:

What is the role of place leadership in supporting a community initiative for environmental sustainability in Sendang Biru (Indonesia)?

Secondary research questions:

- To what extent can place leadership support local community initiatives?
- What is the role of the individual leading actor of Sendang Biru?
- How is the interaction and interdependency between the main key actors within the organizations?
- How do the key actors collaborate in this area?
- To what extent can local leadership affect the current institutional setting (or context)?

1.4 Potential Challenge

This research elaborates on the place leadership perspective by Sotarautua et al (2013), Beer and Clower (2014) and Hambleton (2015) as an empirical basis in rural area. It will focus on a specific local community organization that directly contributes in shaping sustainability in the area of research development. The aim of this study is to discover the leading role of a local initiative in enhancing environment sustainability in Sendang Biru. This study will focus on the following key actors: local community organization, involved institutional agencies, professional/scholar networks. This research is done in collaboration with Yayasan Bhakti Alam Sendang Biru as the main research focus. The results of the research can be used to create awareness among local governments of the emergence of community initiatives and how they can engage in collaboration with these initiatives in the context of spatial planning.

Gonzales et al (2005) stated that socially innovative governance initiatives promoted by non-traditional actors and centered around area development projects are likely to have the greatest potential to expand and accumulate the power to transform established governance discourses and practices where they have resonance with shifts in the dynamic of underlying governance cultures and where exogenous forces are also promoting parallel ideas and practices. Thus, there is a need to anchor a role for agency in institutionally oriented regional innovation studies to produce a more nuanced view on institutions with bottom-up approach (Sotarautua, 2016). Results of the Sendang Biru case study can be valuable for other local or national governments, particularly in Indonesia, in recognizing the importance of non-traditional local actor emergence as reliable co-operation partner for creating environmental sustainability. In order to gain the expected results, it is important to understand the community initiative practices in a spatial governance context. The academic relevance of this research will be used to translate the community initiative behavior from theoretical

perspective. This research adds to the understanding how the concept of place-based leadership plays a role in institutional contexts in rural area of Indonesia.

CHAPTER 2: THEORETICAL FRAMEWORK

2.1 Place leadership towards sustainable development

Developing countries tend to focus on economic growth, mostly in urban areas. As a consequence, developments often concentrate in urban areas, while rural areas are considered as playing a supportive role in providing natural resources. Exploitation of natural resources are getting out of control while the benefits are only experienced by the minorities who live in rural areas. The term of sustainable development was introduced by the Brundtland Commission (1987) in the report of the WCED: "Sustainable development is the kind of development that meets the needs of the present without compromising the ability of future generations to meet their own needs.". Sustainable development is a political concept through its tension between few core principles and the openness to re-interpretation and adaptation to different social and ecological context (Jordan, 2008).

Lemos and Agrawal (2006) argue the globalization of environmental problems has contributed to the development of a new global regime that is more concerned on environmental management and also enhanced the depth of participation and the diversity of actors. On the other hand, the capacity of communities and other small-scale social formations in managing resources has provided the intellectual ground shift toward decentralization (Lemos & Agrawal, 2006). In order to direct governance to sustainable development, we should be responding to increased conditions of complexity with more communicative rational approaches and related area-based approaches. Moreover, it should be positioned within a search for an optimal institutional arrangement that fits the specific situation in a specific area given the specific problems at stake (Zuidema, 2016).

Barca et al (2012) argue that place-based strategies recognize the need for intervention on different levels of governance for institution-building, also identifying and building on local knowledge. Place-based policy strategies focus on mechanisms to increase local capabilities and promote innovative ideas through: the interaction of local and general knowledge; collaborating endogenous and exogenous actors to design and deliver public policies; and creating a multi-sector framework involving the provision of different bundles of public goods to different localities, considering its context. To enhance sustainable development, adaptations to vulnerabilities and unsustainability require a more place-based approach, using local resources, people's capacities and the distinctiveness of places. It assumes that place specificities matter in the form of social, cultural and institutional characteristics (Horlings L. , 2015). In addition, such tailor-made developments conducted by external agents are likely to suffer from insufficient local knowledge and will add complication to the implementation and monitoring. Such developments should be more inclusive and promote local embeddedness by making local actors more capable and responsible for the planning and development process and ensuring that this process responds to the true needs of any given territory (Rodríguez-Pose, 2013).

The 'missing variable' in understanding why some places are economically well-developed while others are not, is perhaps the existence of leadership. The leadership of places that emerges within communities carries the risk of poor leadership and the absence of leadership. Places with good leadership are likely to be more successful economically than those where leadership is not developed (Beer & Clower, 2014). Effective leadership is one of the factors that are able to adapt to the opportunities afforded by the complex and rapidly changing circumstances of the modern world and can also explain why some places seem better able than others to minimize the disruption that brings about change (GIBNEY, 2011).

Complexity leadership theory (CLT) by Uhn-Biel (2007), describes that leadership can come from anywhere, is emergent, interactive, dynamic, and produces adaptive outcomes, whereas leaders are individuals who create the environment which influences this dynamic and the outcomes (Uhl-Bien, Marion, & McKelvey, 2007). Thus, in order to grasp the understanding of leadership, it is necessary to situate its practice within a particular context to consider how it is influenced by the contingencies. Moreover, to note that the roles of leadership (both formal and informal) bring their world-views and personal and professional biographies to bear on the jobs they do, including their approaches, the type of change they wish to effect, why and for whom (GIBNEY, 2011). Although leadership is considered as emergent, communities cannot and should not assume that adverse events will necessarily result in effective leadership emerging to drive recovery. On the contrary, communities should not only recognize a leadership deficit and take action to address this problem, but also to undertake an audit of the institutions and agencies responsible for their development (Beer & Clower, 2014).

2.2 Forms of leadership

Leadership is not a magic ingredient or an easy solution to complex problems. It is a profession based on individual skills and acts mainly through networks. It is considered as a feature of the relations between leaders and is expressed in the interaction between the driving forces and ambitions of leaders and the needs and attitudes of the collective they lead (Horlings, 2010). The term leadership is not referring to the typically strong, charismatic leader with a formal position and power, instead of those who are following their inner consciousness and inner values, take responsibility and actions for sustainable development in their own communities (Horlings, 2012). However, leadership might include conflicting views as a result of many forces and also it is difficult to identify leaders who really make a difference. It is also easy to overemphasize the role of leadership by giving leaders all the credits since it could lead to mystifying leadership and reconstruct the old-fashioned notion of a leader as talented and visionary person who controls and provides the followers with a visionary direction (Sotarauta, 2005). Leadership is not a matter of leaders and followers, but most of all acting in networks as a collaborative process (Horlings, 2012).

Place leadership is not necessarily associated with formal office that make its activities are often hidden from public view. This creates challenges for data collection through surveying known leaders and those activities within leadership (Sotarauta & Beer, 2017). Leadership is expressed in both formal (constituted hierarchical power such as mayors, member of government boards, etc) and informally. The informal leadership spans institutional and spatial boundaries into territories where leaders act without formal authorization but with a clear sense of need (Beer & Clower, 2014). The local government members may encounter difficulties engaging with local informal leadership because they are unpaid, unlikely the substantial commitments associated with holding office. Also, another constraint related to a long-term considering its informality, and relatively specialized, issues such as economic development (Sotarauta & Beer, 2017) as well as sustainable development which is an ongoing contested topic. The high adequacy of place leadership was considered as the key contribution that would come from civic, non-traditional leaders (such as social entrepreneurs and third sector/community leaders) and from informal relationships by all different types of leaders, rather than by the trust in the role of formal institutions (Beer, Ayres, Clower, Faller, Sancino, & Sotarauta, 2018). Leadership is a hidden form of agency, shadowed by such visible forms of influence as structures, formal institutions, development programs and plans (Sotarauta, 2016).

In regard of power Sotarauta (2016) makes a distinction between assigned leaders and non-assigned leaders. Assigned leaders have a formal position whose mission is to boost regional development, but who mainly influence via their mandate they possess and their formal instruments. They do what they are supposed to do and they lead their assigned followers in their own organization. The other assigned leaders, also have a formal position to work, but they continuously aim to reach beyond their authorization to give influence on broader spheres of relevant activities. Not only they do what they are supposed to do, they also consciously aim to exercise their influence by, with, and through other actors. Lastly, the non-assigned leaders do not have a formal role, but they are willing and able to take leadership positions via wider network influence. These leaders do what they are not supposed to do but what they feel needs to be accomplished (Sotarauta, 2016). According to Beer and Clower (2014), many places will potentially have two sets of leaders: (a) a group that 'leads by doing' and is richer in bonding social capital; (b) a group that 'leads by talking' and has a strong skill set in interpersonal communication and connecting with others (bridging social capital).

These framings of place leadership provide social legitimacy for the potentially disruptive impacts of leaders who drive or facilitate change, rather than safeguard the status quo. Moreover, transformative individuals may also include actors with no authority, who instead derive their influence from their capacity to persuade others (Beer, Ayres, Clower, Faller, Sancino, & Sotarauta, 2018). It is assumed that leaders need to operate between visions. These visions are not directly guiding different actors, but instead appear as an arena for discussions, battles and quarrels. Thus, it is not seen as an outcome of a superb thinking of a leader or a creative planning process, but as a process (Sotarauta, 2005). Place

leadership is about living and coping with continuously emerging phenomena, complex networks and often strange incidents, and not about aiming to control them (Sotarauta, 2016).

2.3 Characterizing the types of leadership

Sotarauta (2005) quotes Webster's dictionary that defines 'to lead' as: (1) to go before or to show the way; (2) to influence or to induce; (3) to go at the head of or in advance of; (4) to have advantage over; (5) to act as leader of; (6) to go through or pass; and (7) to act as a guide. As we know that place-based leadership is contextualism that means different types of place leadership experiences across cities, regions, villages and neighborhoods concern the notions of *location* (the fixed geographical coordinates of a precise physical location), *locale* (the idea of place as constructed from multiplicity of social relations) and the sense of place (where there is evidence of subjective emotional attachments) (Sotarauta, Beer, & Gibney, 2017). The relational and processual nature of place leadership is characterized by fragmented or shared actions, processes, multi-scalar, dynamic and interactive governance processes (Sotarauta & Beer, 2017). In this section we are going to depict types of leadership by several scholars namely Sotarauta (2002), Gupta et al (2010), Hambleton et al (2015) and Uhn-Biel et al (2017).

In regional development, shared leadership has key tasks that are awareness raising, mobilizing, framing, coordinating and visioning (Horlings, 2010). These tasks are generated through various types of leadership identification in regional development in practice by Sotarauta (2002): technocrats, network shuttles, visionaries, handicraftsmen, political animals and battering rams. The leaders of technocrats systematically and precisely create rules structures and various institutions to maintain stability and make sure the rules are followed. The network shuttles types are cooperation-oriented, prepared to discuss and look for common interest by using network power and seductive moves. The visionary leaders have imagination and the ability to see the big picture through not only by shaping which activities will be important in the future and how they will be carried out, but also pondering on new kinds of activities that might emerge. Handicraftsmen are paying attention to the needs of the moment and try to make different processes go as well as possible. This type of leadership is responsible, balanced and helpful. Political animals appear as chameleons by nature and can be different types for the role they select serves their own ends. They are interested in their own positions in the future. Lastly, the battering rams are oriented-goal kind that use all possible means, from seducing to negotiating, to get what they want (Horlings., 2010). All those types are characterizing the kind of shared leadership in regional development.

According to Gupta et al (2010) leadership has been one of the most important dimension to determine institutional context of adaptive capacity. It says that without leadership, society is often unable to respond to the long-term, large scale challenges that affect humanity. Thus, institutions need to encourage

leaders to emerge and reshape the very institutions themselves by evaluating its visionary, entrepreneurial and collaborative leadership. Visionary criteria include the ability to reform current condition according to the ideal vision and knowledge acquirement that provide room for long term visions. Entrepreneurial described as room for leaders to stimulate actions and undertakings, such as directional leadership that includes designing tools to engage the market. Collaboration between actors will create strong adaptive co-management (Gupta, et al., 2010).

Hambleton (2013) argues that civic leadership is place based, as for the actors or individuals who are exercising decision making power have a concern for the communities living in a particular place. It can be found in the public, private and community sectors and they operate at many geographical levels. Therefore, distinguishing the realms of place leadership will be helpful in reflecting different sources of legitimacy. Furthermore, he develops the concept of New Civic Leadership that involves strong place-based leadership to co-create new solutions to public problems by emphasizing the role of local leaders in facilitating public service innovation. Political leadership represents those who are elected to leadership positions by the citizen. Public managerial/professional leadership refers to the public servants, planners, that are appointed by local authorities, governments and third sector organizations. Community leadership refers to civic-minded people who give their time and energy to local leadership activities. Business leadership is the contribution made by local business leaders and social entrepreneurs who have a clear stake in the long-term prosperity of the locality. Trade union leadership exemplifies trade union leaders who are string to improve the wage and working conditions of employees (Hambleton, 2015).



Figure 2. 1 New Civic Leadership (Hambleton, 2015)

The need for adaptability has been the main concern for complexity leadership. It has been introduced by Uhl-Bien et al (2017). They distinguish three types of leadership: operational leadership, entrepreneurial leadership and enabling leadership. Operational leadership is aligning the system and processes for efficiently executing ideas and converting them into productive outcomes (exploitation). They engage the formal function differently by recognizing that innovation and adaptability are central to organizational survival as operating result. Entrepreneurial leadership is the source of new ideas, innovative solutions, new products or services, learning and growth for the organization (exploration). It operates in a local context and is consistent with research showing that creativity is often a collective process. They recognize that ideas evolve as they translate local contexts into adaptive space and operational systems. Complexity thinking introduces a unique form of enabling leadership that appropriately engages with operational leadership and entrepreneurial leadership to help organizations to be agile in the face of complexity (operate as complex adaptive system). It is critical for organizational success and survival in today's complex world since it works to nurture and enable adaptive space and fuels emergence for adaptive responses in a system (Uhl-Bien & Arena, 2017).

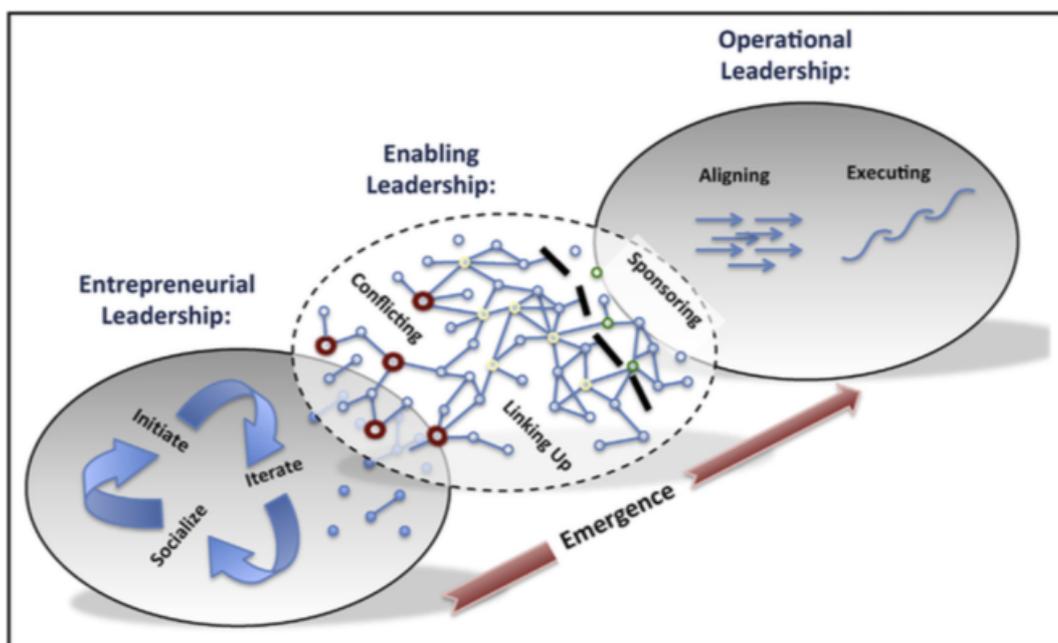


Figure 2. 2 Complexity Leadership (Uhl-Bien & Arena, 2017)

Each of the identification of leadership types represent the key tasks of shared leadership in regional development (Sotarauta 2002 in Horlings 2010), adaptive capacity (Gupta et al 2010), power and civic leadership (Hambleton 2015) and complexity leadership (Uhn-Biel & Arena 2017). All of those types of leaderships (see Table 2.1) offer benefits for sub-national development. However, the best composition of leadership is highly dependent on the circumstances in each area.

Table 2. 1 The types of leadership

Shared Leadership in Regional Development (Sotarauta, 2002)	Leadership in Adaptive Capacity (Gupta et al, 2010)	Power and Civic Leadership (Hambleton, 2015)	Complexity Leadership (Uhl-Bien & Arena, 2017)
<ul style="list-style-type: none"> • Technocrats • Network Shuttles • Visionaries • Handicraftsman • Political Animal • Battering Ram 	<ul style="list-style-type: none"> • Visionary • Entrepreneurial • Collaborative 	<ul style="list-style-type: none"> • Political • Managerial • Community • Business • Trade Union 	<ul style="list-style-type: none"> • Operational • Entrepreneurial • Enabling

2.4 Leadership capability and capacity

As Beer & Clower (2014) argue, the key differences between leadership generally and local leadership is in how leadership emerges in the communities. It can be seen in practical implications on leadership at the local level, such as the quality and perspectives of the individuals involved in leadership and those individuals who volunteer their time for the boards (advisory committees of local and regional development agencies or professional staff of these agencies). However, places may have leadership deficits including the absence of key decision making or lack of individuals with sufficient time (Beer & Clower, 2014). In order to create an effective leadership in places, we need to define the capabilities and capacities offered by place leadership. Javidan in Sotarauta (2005) defines capability as the ability to handle a given matter and the ability to utilize the available resources and to create new ones. While on the other hand, capacity composed by a set of more specific capabilities linked to actors as a measure of the quantity and quality to perform (Sotarauta, 2005).

In regard of going forward for cities and regions, Gibney (2011) expect an idealized type of leadership to have the following ability: promote the creation and application of knowledge scientific and techno-economic domain to harness the learning from new socio-economic synergies; challenge the legitimacy of knowledge and promote activities that ensure knowledge sharing; focus on rewarding leadership behaviors and approaches to stimulate combinational knowledge across the public and private domain; demonstrate a commitment to secure wider spread of the social and economic gains. Leaders should be able to sense what different people need in different situations, therefore they need to act as required by the situation. They also have to know how to build the networks, to involve new actors in networks through skillful attitudes (Sotarauta, 2005).

As discussed above, place leadership needs to acquire and process formal and informal, and also local and global knowledge. It is suggested that in leadership for resilience, learning has no local/regional boundaries. Therefore, the following processes open up the chance for leadership capabilities to grow. Unlocking socially and historically embedded local knowledge is about what we know about our region

that we do not know that we know means to explore more of our own local knowledge. Translating local knowledge into global language for global knowledge processes and making our knowledge known globally. Tapping into global networks for secretive knowledge to be formalized, sorting out what should we take seriously and what not. Transferring global knowledge into local language, to think globally while act locally. Discussing local plans and decisions, including the one from individual actors to generate strategies awareness, collective achievements. Debating, interpreting and combining different sources of knowledge into local understanding and awareness, making sense of fresh knowledge before act on it (Sotarauta, Horlings, & Liddle, 2013)

The leadership of places has two major concerns in order to emphasize the contextual importance of place and the importance of outcomes for the sustainability of neighborhoods, cities or sub-regions. It concerns with: facilitating interdisciplinary working across institutional boundaries, sub-territories and cultures to promote sustainable development; and ensuring the comprehensive engagement of local communities so that they can contribute to and benefit fully from the outcomes (Collinge & Gibney, 2010). Leaders are needed at all levels by those who are capable of leading people across many boundaries and managing flux rather than stability. They are forced to learn new skills not only in administrating resources and formulating development programs, but also in leading transition and interactive processes. It is argued that leadership should be directed to the developing of dynamic capabilities (Sotarauta, 2005).

A series of leadership skills has been generated by Sotarauta (2005) and also mention in Horlings (2010) to support the argument for leadership in learning, innovation and adaptation towards changing situations. These abilities stimulate creative tension, excitement and arousal that are keys to successful leadership. Institutional skill is the ability to create an institutional set-up that supports the promotion of competitiveness of a region and the ability to remove institutional obstacles that block processes and networks. Networking skill shows the ability to increase trust, mutual dependency, loyalty, solidarity and horizontal cooperation based on reciprocal support between organizations and individuals. Socialization skill represents the ability to produce shared knowledge that leads to social integration of actors, and it is important to share feelings, emotions, experience and mental models. The ability to identify, assimilate and exploit knowledge from the environment is resembling absorptive skill. Interpretative skill is the kind of ability to prevent deadlocks in the development process caused by actors are having different perceptions, through maintaining or creating conditions for an open debate in transparent way. Strategic skill requires several abilities to make decision making by: defining strategy and vision in a collaborative process; translating vision into strategies and actions; changing situation of crisis into constructive situations; starting managing and leading processes in different phases; good timing to exploit competitive advantages as pioneer; presenting big goals that is appealing; and taking strategic decisions. Finally, the excitement skill is the ability to generate creative tensions between the inspiration of key individual and the dominant thought patterns that makes people to participate and committed to the development (Horlings., 2010).

Table 2. 2 Leadership Capabilities

Leadership Capabilities		
Collinge & Gibney (2011):	Sotarauta et al (2013):	Sotarauta in Horlings (2010):
<ul style="list-style-type: none"> • Facilitating interdisciplinary working • Ensuring the engagement of local communities 	<ul style="list-style-type: none"> • Unlocking local knowledge • Translating local knowledge into global language • Tapping into global networks • Transferring global knowledge into local understanding • Discussing local plans and decisions • Debating, interpreting and combining different sources of knowledge 	<ul style="list-style-type: none"> • Institutional skills • Networking skills • Socialization skills • Absorptive skills • Interpretative skills • Strategic skills • Excitement skill

Leadership capabilities by several scholars above are expected to enhance sustainability in various places. The use of each capability depends on the circumstances of places in which composition will be best suited. Leaders of change should have an open and flexible external attitude in networks and towards new knowledge and the ability to use based on events in order to act in different roles (formal or informal), also functioning as boundary spanners (Horlings, 2012). The real performance for every leadership capability determined by the capacity of the individuals, means that different person will generate different outcome in practicing certain capabilities. The capacity for bold and fast decision in opening new paths has been the utmost importance that emphasizes the role of leaders (Sotarauta, 2005).

2.5 The Role of Place-based Leadership in Rural Development

There is a need to anchor the role for agency institutionally oriented studies to reach beyond top-down institutions and to produce more view on institutions bottom up (Sotarauta, 2016). The leadership of places can emerge from the decisions and actions of organizations (government department, community groups, NGOs, or businesses) or from the actions of individual working collaboratively (Sotarauta & Beer, 2017). The institutional design of local government could help creating effective leadership and strengthening the political executive (Hambleton & Howard, 2013). Non-assigned leaders aim to influence assigned leaders who possess such power and resources to boost development (Sotarauta, 2016). In networks it is possible to use power flexibly to mobilize actors and resources so that there is a need to reinvent the institutions to balance the relationship between rationality and power (Sotarauta, 2005). An ineffective operationalization for a place-based rural development institutional setting can be explained by the lack of connective and collaborative place leadership (Horlings, Roep, & Wellbrock, 2018).

The role of place leadership is to initiate and enable the capacity building to be fitted in institutional setting and make it more supportive to place-based development. Its ability is vital to the expanding 'spiral' of collaboration and the building of collective agency and institutional arrangement (Horlings, Roep, & Wellbrock, 2018). The concept of expanding spiral development then will be simplified for this research theoretical framework (see figure 2.3). Leadership tends to be dominated by case studies or models that appear to be over-simplified and abstract, while it is expected that leadership is more of contextual (Beer & Clower, 2014). To avoid the abstraction of the role of place leadership the following elements of expanding spiral could be considered as the outcome. When it comes to the result of decisions, the outcome is the expectations set when individuals decide to do something. In order to gain the gain a result, it is necessary to decide how to perform and how much resources are going to be committed (Liu & Walker, 1998).

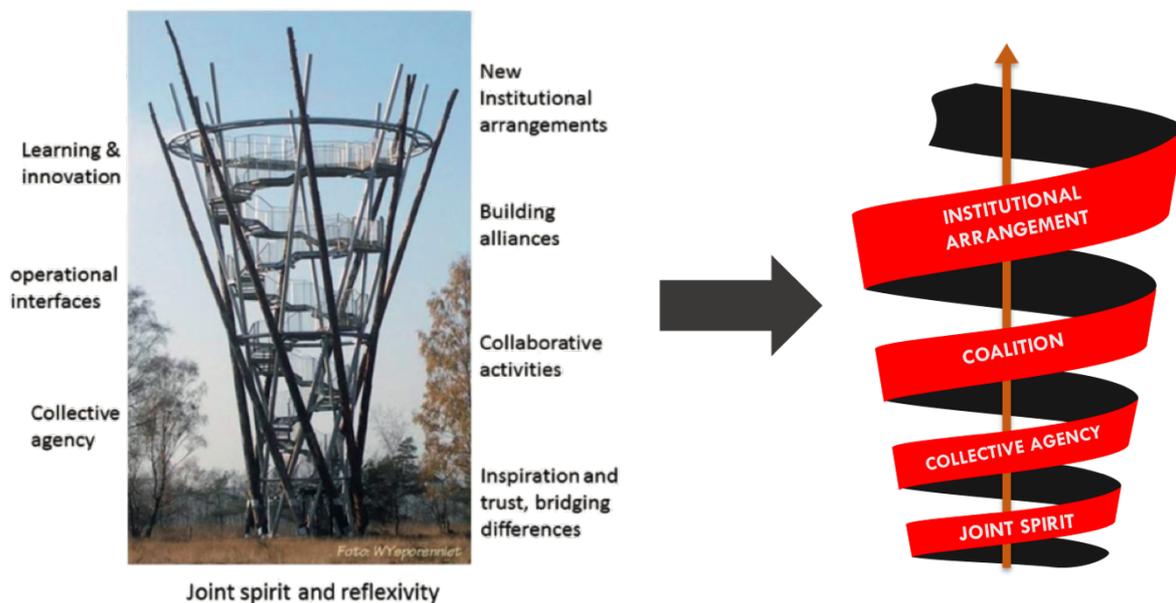


Figure 2. 3 Expanding spiral of place leadership outcome, inspired by Horlings et al (2018)

2.5.1 Joint Spirit

Raising joint reflexivity among residents regarding specific issues that really matter to them is considered to be the first step towards collaboration. It can be important inspiration to create a collaborative spirit, develop a joint development vision and generate joints activities (Horlings, Roep, & Wellbrock, 2018). It refers to individuals in specific place and specific time that are gathered and motivated to make changes to the current situation. An individual or group of people who has original vision is needed to stimulate and spread the issues urgency. The leadership of places can emerge from the decisions and actions of organizations (government department, community groups, NGO's, or businesses) or from the actions of individual working collaboratively (Sotarauta & Beer, 2017). Moreover, Gonzalez & Healey (2005) hypothesize that innovative

initiatives promoted by non-traditional actors and centered around area development are likely to have potential to expand and transform established governance to have resonance with dynamics of cultures and where exogenous forces can also promote parallel ideas and practices. Thus, non-assigned or informal leaders who emerged among the locals are highly considered to gain trust and inspire others.

2.5.2 Collective Agency

The joint spirits are gathered under the same visions and aims potentially to form a collective agency for more systematically and directive activities. Collective agency is an achievement of interaction that is sensitive to the influence for both humans and non-humans in the networks of the social. It provides practical conceptual tools to analyze dynamics of power and agency (Lockie, 2004). This collective agency appears as the leading group of visionary persons that raise new spirit, involving engagement of the local with various activities. It gradually builds joint capacities to make things work according to their shared values and vision. In addition, the collective agency potentially creating new institutional arrangements tailored and attuned to the characteristics of place (Horlings, Roep, & Wellbrock, 2018).

2.5.3 Coalitions

Place leadership played an important role in initiating and enabling an expanding process through fruitful collaboration, building capacities, including alliances. The trust created between actors and supported collective agency resulting a new informal network and furthermore complementary institutional arrangement (Horlings, Roep, & Wellbrock, 2018). Coalition planning is about a plural picture, communicating when you are lost, combining planned and unplanned and about making the map while discovering the road together. It is needed since every actor has its own style, culture and interests, while also need for a better situational awareness and a broader repertoire of actions that aim to develop a common view and language for sharing expectations and considerations. The challenge for coalition planning is to be able to bridge and mix within coalition to reinforce relationship between established institutions and individual aspirations (de Jong, 2016). This can be considered as an effort to bring in/out the global knowledge into specific local development.

2.5.4 Institutional Arrangement

Place-based institutions and arrangements are needed in order to flourish place leadership (Horlings, Roep, & Wellbrock, 2018). Institutions are necessary for the system to function the public, private, formal and informal arrangement. Therefore, institutions or institutional arrangements are set of rules that regulate the interaction between parties involved in the functioning of a system.

Institutional arrangements also often called governance structures, which are designed to coordinate specific transactions among multiple actors (Koppenjan & Groenewegen, 2005). Successful place leadership is able to bridge different stakes and influence vested interests by disabling institutionalized routines, create collaborative activities and inspiring joint learning. The new institutional arrangements can effectuate a process of joint learning and innovations of various practitioners from different domains as an outcome of a place-based approach to development (Horlings, Roep, & Wellbrock, 2018).

2.6 Assessing place leadership for sustainable development in rural areas

This research is trying to provide empirical findings on how place-based leadership can enhance sustainable development in rural area. It is assumed that in rural development place leadership plays an important role that is more relevant in the face of generic economic, environmental and social challenges. It works out spatially different in places, creating inequalities, exclusion and dispersed, and unevenly distributed problems (Horlings, Roep, & Wellbrock, 2018). The following steps have to be taken into account in order to discover the role of place-based leadership for sustainable development in rural area, they are: (1) defining the key actors involved; (2) analyzing the interactions between the key actors; (3) assessing the outcome of collaborative place-based leadership.

In order to define the key actors involved in rural area development, this research will use the well-working operational interfaces framework by Wellbrock (2013) where actor represent the three different domains. According to her a rural area is the outcome of interconnections, relations and joint activities of people from different domains to work together in creating new shared institutions. The conceptual framework below is focusing on place-based, joint learning and innovation. It identifies three domains: 'everyday life practice' represents grassroots development initiatives; 'public administration' act for public domain as in the public policies that support initiatives; and 'knowledge support structure' embodies public funded education and research institutes, NGOs and private experts or agencies in education, research and consultancy (Horlings, Roep, & Wellbrock, 2018).

This operational interface framework not only defines actors from different domains, but also how they collaborate between each other. It is suspected that each domain will resemble different types of leadership according to their functions and tasks. The collaborations between them are expected to generate leadership capabilities that will direct the neighborhood development. The figure 2.4 illustrates the arrows a,b,c try to discover how and by whom the joint learning and innovation in particular place are arranged (Horlings, Roep, & Wellbrock, 2018).

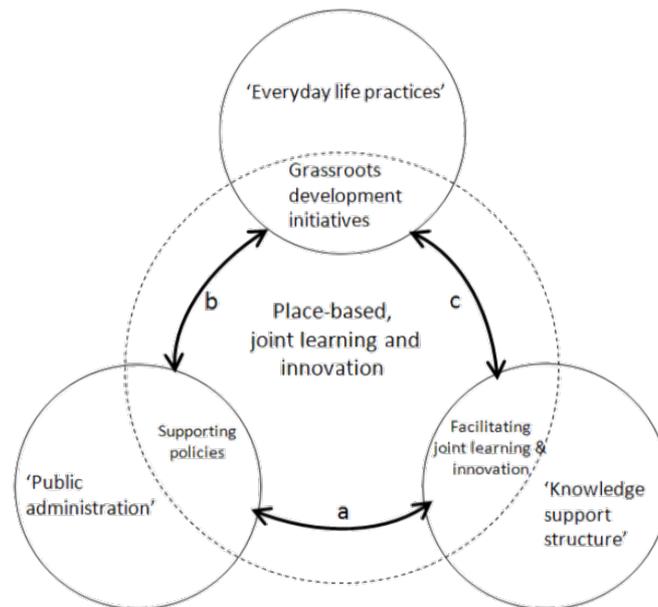


Figure 2. 4 Well-working operational interfaces framework by Wellbrock (2013)

After defining the key actors involved in area development, the next step to be taken is analyzing the interactions among these actors and how they see themselves and each other. This part will use the value-oriented leadership generated by Horlings and Padt (2011) to gain qualitative data collection. They argue that this framework will be valuable for analyzing value-based leadership for sustainable development. The framework itself appears to be divided into four dimensions: 'X-factor' (I dimension) is personal qualities, feelings and awareness about the environment and inner motives and values; 'vital space' (IT dimension) is the possibility of effective regional cooperation by using flexible roles; 'shared leadership' (WE dimension) is about different leadership types, tangible achievements and capabilities to bring together variety of visions; 'bricolage' (THEY dimension) is dealing with different institutional contexts through different strategies, open innovation and rule changing to cope with sustainability challenges (Horlings & Padt, 2011).

Table 2. 3 Value-oriented leadership (Horlings & Padt, 2011)

	INNER WORLD	OUTER WORLD
INDIVIDUAL	'The X-factor' (I dimension)	'Vital space' (IT dimension)
COLLECTIVE	'Shared leadership' (WE dimension)	'Bricolage' (THEY dimension)

This research will provide empirical study to discover the role of place leadership to support a community initiative for environmental sustainability in a specific location in a rural area in Indonesia. All information from literature and interviews will be gathered and linked in order to clarify the outcome of current place-based leadership practice. A conceptual framework has been generated to fulfill the purpose of this research (see figure 2.5). Further descriptions on how this conceptual framework used in the case study will be explained in the next chapter. It is expected that this framework will be valuable to assess and contextualize place-based leadership practices for sustainable development in a rural area.

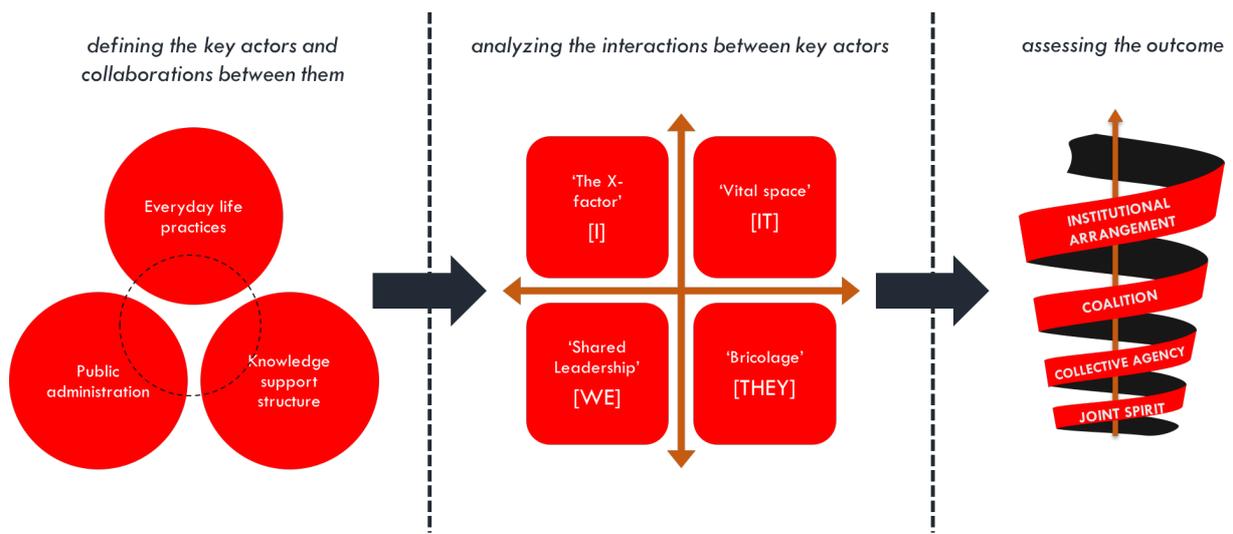


Figure 2. 5 Theoretical framework (source: author)

CHAPTER 3: RESEARCH DESIGN

As argued in the previous chapter, place leadership needs further empirical studies. This chapter will provide the overall research methodology on the research has been carried out. The conceptual framework generated in figure 2.5 will be used to conduct this research. Various methods and approaches were reviewed to assess the role of place-based leadership in rural area. The following sections will further explain the selected methods and relevant data collection to this study. I will stress the sources of data, method of data-gathering and also the product of data extraction, based on the research questions in the first chapter. First of all, a specific case study has been chosen for hypothesis testing based on the conceptual framework. A particular case study is taken from a community initiative in a rural area that is potentially practicing place leadership. This chapter bridges the questions and theories in the first half of the thesis and the findings of the research and its relevance in current situation and in the future. To sum up, it provides illustration of the overall research design strategy and methodology.

3.1 Case Study: Bhakti Alam Sendang Biru

Malang Regency is one of the Regencies in Indonesia located in East Java Province. It is the second widest regency after Banyuwangi Regency out of 38 regencies/cities in East Java. It has 3,534.86 km² area and 2,544,315 inhabitants (in 2015) divided into 33 districts and 378 villages. Malang Regency is known to have some potential sectors such as agriculture, plantation, and also for its tourism destinations. It has the most coastal point in East Java which divided into six districts bordering on Indian Ocean; they are Donomulyo, Bantur, Gedangan, Sumbermanjing Wetan, Tirtoyudo, and Ampelgading. The length of the coastal line from Mondangan Beach (Donomulyo District) to Licin Beach (Ampelgading District) is estimated to be 102.5 km (see the red line in Figure 3.1). The coastal management in Malang Regency is held by the local Government and the National Forestry Corporation (state-owned company known as Perhutani). According to Regional Government Regulation of Malang Regency No. 3 Year 2010 about Regional Planning, there are 17 coastal tourism destinations in all six districts. Sendang Biru is a neighborhood located in Tambakrejo, the south coastal of Malang Regency, East Java Province.

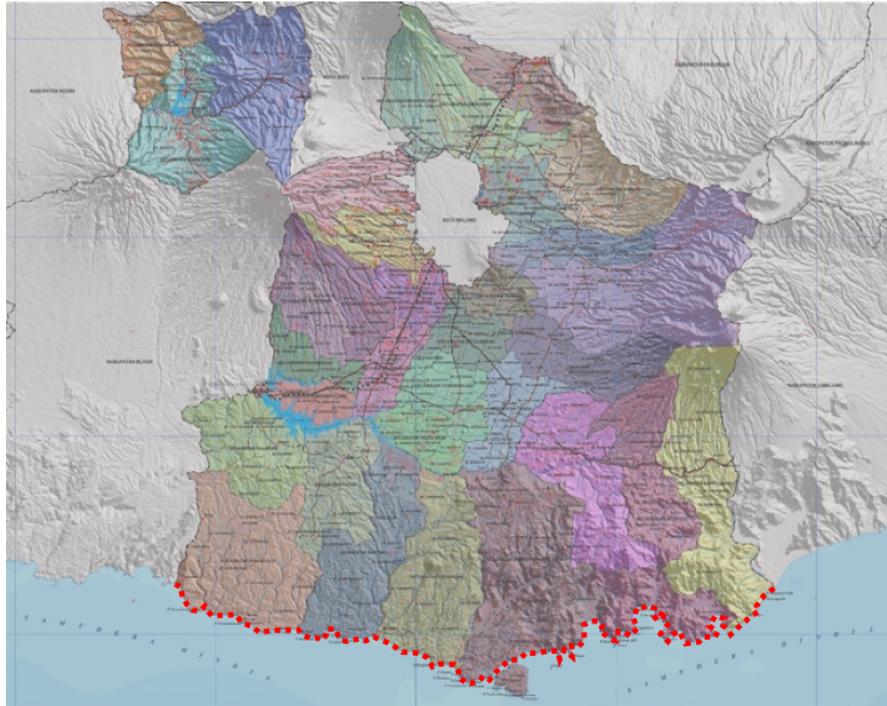


Figure 3. 1 Case study location on Malang Regency administrative map
(source: edited by author from Peta Tematik Indonesia (2014))

Currently, there is a community-based organization called Yayasan Bhakti Alam Sendangbiru which has been managing some coastal points in Sumbermanjing District. This organization was initiated in response to the fisheries scarcity occurred in early 2000. It motivated some villagers to search the root of the problem and it turned out to be the mangrove deforestation. Bhakti Alam started to learn about coastal ecosystem and persuade local inhabitants to join the organization for coastal conservation. So far, 8 coastal points in Sumbermanjing District are under Bhakti Alam management: are Clungup and Gatra Beach for mangrove conservation area, Bangsong and Teluk Asmoro Beach for sea turtle conservation, and Savana, Mini, Watu Pecah, and Tiga Warna Beach for coral reefs conservation.

Recently, these 8 beaches are getting more attention from many tourists, especially for Tiga Warna Beach. In order to conserve this area, Tiga Warna Beach can only be visited up to 100 visitors per day. Not only that, every visitor needs to get through an inspection before and after going to conservation area to avoid leaving solid waste behind or they have to pay an amount of fine for it. The visitors are also accompanied by a guide to remind what dos and don'ts during in the beach. Bhakti Alam represents the local initiative that has proven a well-implemented ecotourism; however there are so many constraints in developing it. Bhakti Alam needs years to gain stability to operate their conservation activities, as they were considered as illegal organization. Furthermore, it is hardly to persuade local inhabitants to contribute in conservation activities since it does not give an instant outcome.

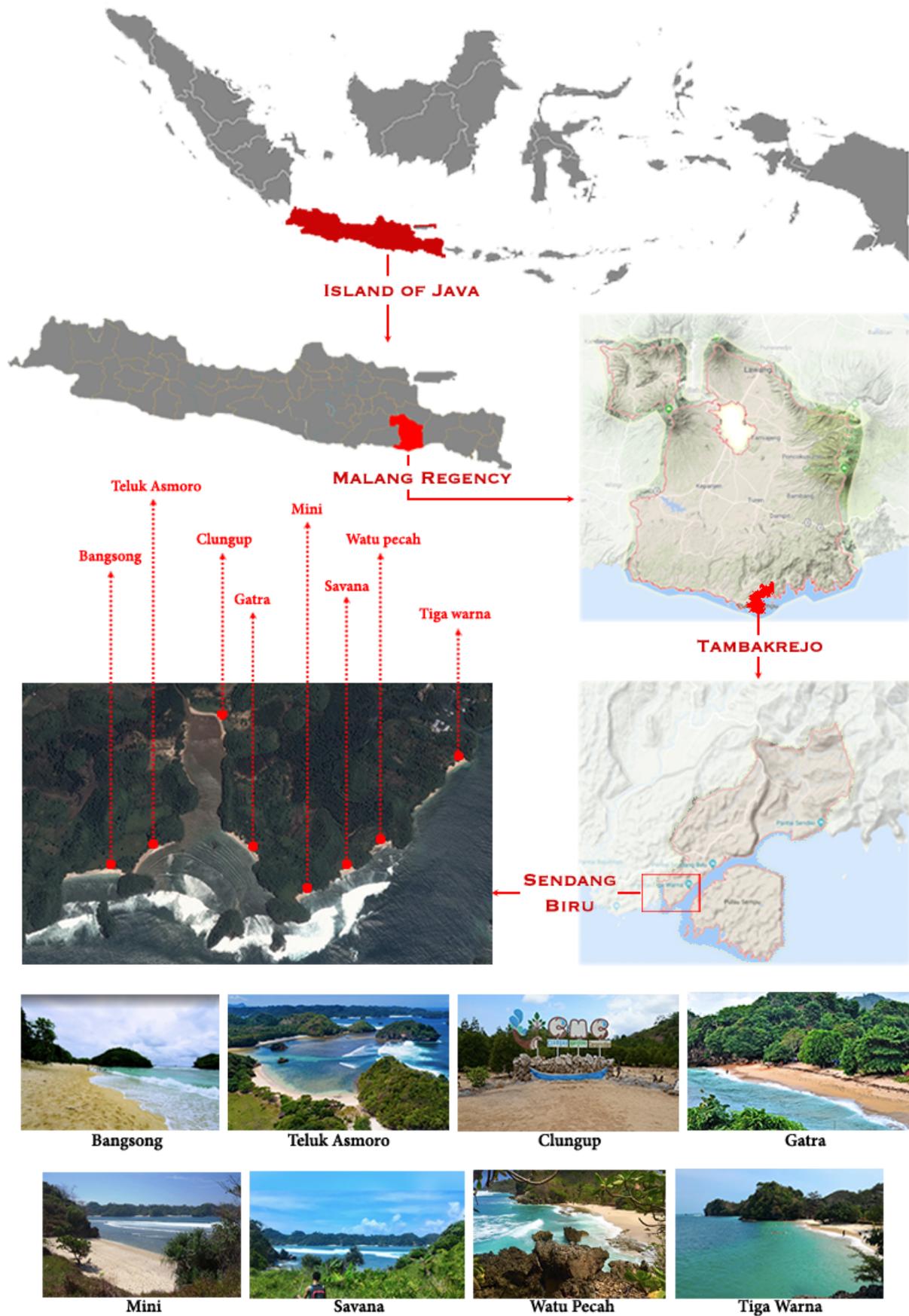


Figure 3. 2 Case study area (source: author)

3.2 Data Collection: methods/tools

A qualitative approach is chosen for data collection in this thesis in order to get appropriate answers for the research questions. This research is concerned with a phenomenon in a specific area, so that this approach is considered suitable to examine interaction between key actors in practicing place-based leadership. Leadership study can be considered as a behavioral science and a qualitative approach offers a method to discover the underlying personal motives and desires of leaders. The aim is to interpret how actor see themselves, other involved actors and their reciprocal actions. Identifying the role of these actors within the specific local civic initiative will be the main source of primary data. Aside from that, documents related to the case study (Regional planning document, Tambakrejo profile, IPHPS) as well as policy documents and current academic literature on relevant topics will be valuable for secondary data collections. Moreover, as field observation is not possible for this research due to the short time frame, distance and lack of funding, other sources of data such as media coverage, online news articles, documentation from an official social media of the civic organization will be used as supportive data collections. The lists of these sources can be found in the appendix section at the end of this thesis.

Table 3. 1 Data collections generated from research questions

Question	Information tools	Source	Method of retrieval	Documenta-tion method
To what extent can place-based leadership support local community initiatives contextually?	Theoretical basis from existing literature	Literature on place-based leadership and civic initiative	Literature study	Writing theoretical framework
What is the role of the individual leading actor of Sendang Biru in place-based leadership?	Information from interviewees as related actors	Interviews with the actors	Semi-structured interview	Transcripts
How is the interaction and interdependency between the main key actors within the organization?	Information from interviewees as related actors	Interviews with the actors	Semi-structured interview	Transcripts
How do the key actors collaborate in this area?	Information from interviewees as related actors, state forest authority in Tambakrejo and current agreement document (IPHPS)	Interviews with the actors, the latest agreement document	Semi-structured interview and literature study	Transcripts and structuring interrelation within actors
To what extent can local leadership influence the current institutional setting (or context)?	Analyzing the opportunities and barriers to create institutional arrangements	Interviews with the actors	Semi-structured interview	Transcripts

In regard of collecting primary data, interviews will be used as the main method to gain the information (see appendix 01 for list of respondents). In depth interviews are chosen instead of participant observation or focus groups because the analysis requires data collecting on personal histories, perspectives and experience from each key actor. The interviewees are the key actors who have direct interrelations with the case-study organization in this thesis. They are considered as having expertise in their field and having local knowledge. A semi-structured interview guide will provide the flexibility in developing follow-up questions that might come up in the middle of the interviews. The key questions for the interview (see Appendix 02), as interview guide, are produced based on the research questions, and the value-oriented leadership by Horlings & Padt (2011), which is part of in the conceptual framework. Considering the respondents represent different domains, the set of questions given will be slightly different according to each role they have in place-based leadership. This will allow the reflection from various viewpoints from each respondent. The product of this method will be presented in recordings and transcripts from the interviews.

In addition, a document review will be carried out, related to the case study topic, as well as the study of media coverage, online news articles, the official site and social media of the organization. All these sources of data are used as gap filling and complementary data of the interviews to enhance triangulation. The products from document review will enrich the description of current collaboration between actors. Furthermore, picture documentations from the official site and social media will give a better illustration on how the current activities of the organisations are performed.

3.3 Empirical Research Strategy

In order to schematize the research, the following illustration (see Figure 3.1) offers a brief overview on the general research strategy in this study. It begins with the main research question about the role of place-based leadership in a local civic initiative in the case study area. To answer this question, it is necessary to determine place leadership role(s) through existing literature study and defining key actors involved. Before going into these key actors, existing policy documents were reviewed to fill basic knowledge on the current situation of the case study area. By interviewing the key actors based on a semi-structured format insights are gathered about the role of each of them, how they interact and collaborate to enhance sustainable development in that area. Supportive documentation and news coverage provide facts and illustration on how the collaboration performed. The results of interviewing, including the online observation, are used as reflection on the existing institutional setting. The end of chapter four reveals the outcome of place-based leadership role in the specific case study area. Arguments and discussions will be presented in order to draw conclusions for the whole research and to come up with recommendations that lead into further study of relevant topics.

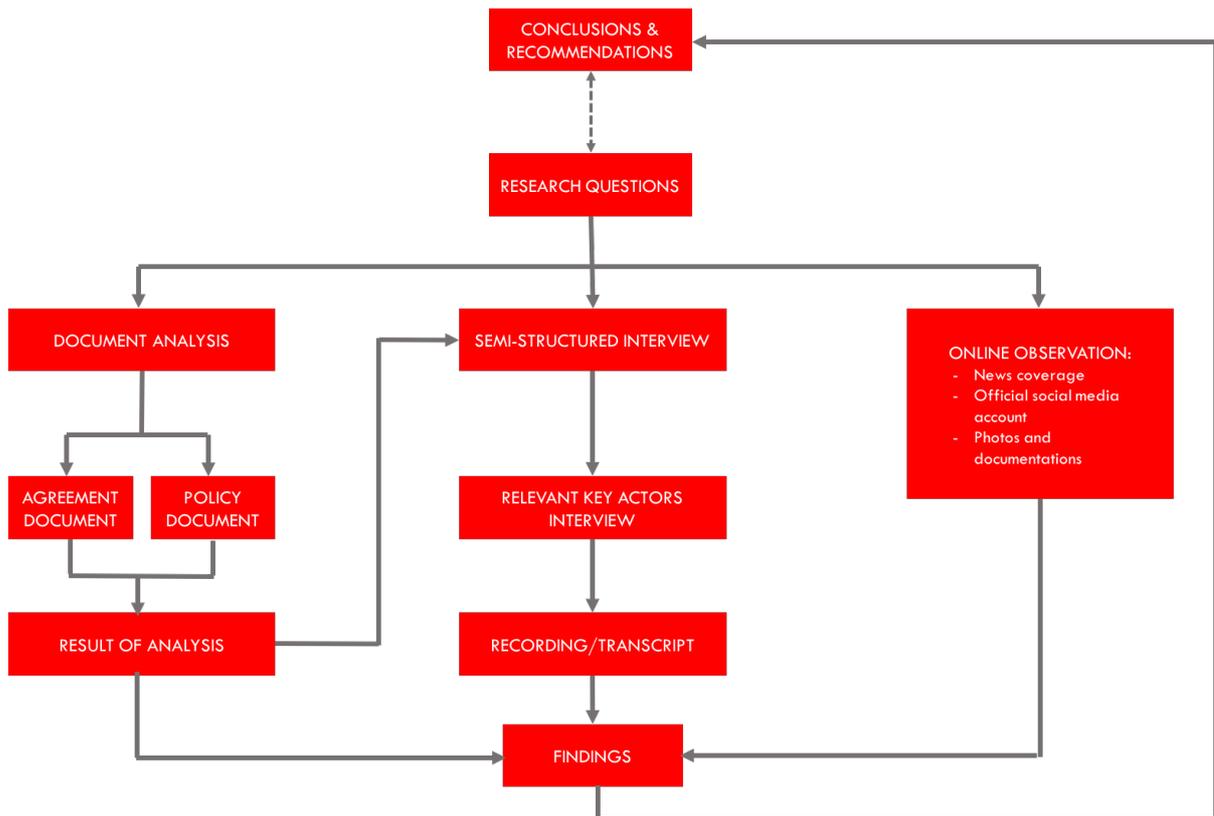


Figure 3. 3 Empirical Data Collection Strategy (source: author)

3.4 Ethical Issues

A substantial amount of the information in this thesis involves human interaction through interviews and online site observation, considering that several parties contribute to such information to fulfill the research purpose. In regard to this data collection which is conducted during this study, it is necessary to reflect on its principles of ethics. The following are several ethical issues under my concern. First, all participants contributing as interview respondent have giving their fully consent regarding the shared information. Second, there has been full disclosure relating to the intent of the use of information they provided.

The research of this thesis aims to provide empirical findings in testing hypotheses on place leadership, specifically in rural context. Thus, the main focus in this study is to determine the interrelation between actors that promote sustainable development in a particular local area study. Several scholars have discussed about place leadership in regional development and most of them provide observed studies. Inherently, this study tries to investigate how place-based leadership works in rural area in Indonesia. The emergence of local civic initiative in Sendang Biru has drawn my attention to discover the potential of place leadership practice and making it as my main case study. The sole case in this thesis is hopefully able to discover how far the role place leadership supports a local civic initiative in the context of rural sustainable development and chances to change institutional setting for greater purpose. The following

chapter will entirely discuss findings as a result from conducting research strategy and link it to relevant theories in previous section. And in the final chapter of this thesis conclusions and recommendations are synthesized based on findings and suggesting reflections on this study.

CHAPTER 4: FINDINGS

4.1 Unfolding Place-based Leadership in Local Initiative Bhakti Alam Sendang Biru

The legal authority of coastal management as a part of natural resources and forestry in Indonesia has been given to the state-owned enterprise, known as PERHUTANI (the National Forestry Corporation). Historically, this particular state-owned enterprise was initiated since the Dutch colonialization era when the organization so-called 'Jawatan Kehutanan' was established by Gouvernement Besluit No. 21 in February 9 1897. This organization was responsible for not only forestry production but also maintaining the environment, especially the protected area. In 1960's, after the Independence of Indonesia, this organization was transformed into PERHUTANI and legalized through government regulation No. 15 year 1972. Since then, the regulation had been adjusted several times up to the current legal framework of protected natural resources and forestry regulated in the government regulation No. 72 year 2010 (PERHUTANI, 2016). Generally, the company has authority in managing forest resources in sustainable basis (planet), leveraging benefits for all stakeholders (people), and organizing the business with good corporate governance principles (profit) through forestry production, food and agriculture, flora and fauna, ecotourism, and so on (PERHUTANI, 2015).

Back in early 2000's, Perhutani had introduced a community management system due to massive illegal logging in reformation era that aimed for the community and the state corporation in forest management. The main objective of this system is accomplishing sustainability of forestry in order to fulfill public necessity and achieving local wealth (Damayanti, 2011). However, an analysis study done by local NGO concluded that the company attempt for community management seems superficial. For instance, the company released written policy while in reality the policy is completely ignored as consequence of limited human resources or interagency miscommunication (Setyanto, 2013). This rationality seemed to be ignored as progressing consideration. Instead of thinking of modernity and democracy as rational means for dissolving power, we need to see them as practical attempts in regulating power and domination (Flyvberg, 1998, p. 327). Nevertheless, the regulation itself appears to be the main justification for the company over authority dominancy.

The National Law No. 27/2007 has the regulation regarding the coastal area and small islands management that accommodates principles of giving community participation and overcome recent legal policies that less-supportive towards the locals, not only in planning but also in implementation and supervision to protect public against marginalization issues. Community-based coastal resources management could solve an ecological crisis in local level with detailed steps both in macro and micro level. In macro level, the government's role is to acknowledge the existence of management system and other civil society elements to do advocacy. Meanwhile, the micro level step will be the role of both government and local society to do an action for developing organizational capacity, human resources

capacity, and infrastructure management (Satria, 2009). The implementation of community-based coastal resources management will be much more comprehensive with various stakeholders apart of its local community. The main actors involved in developing are academics, business, community, government, and media. The collaboration of these elements will be centralized to the local community as the main driver. The academics' role consists of conducting research related to local condition and educate the society, as for Malang known as scholar city due to its public and private universities. The business role is represented by Perhutani and local business companies that are providing commodity through local citizens. The government regulates tax or policies that support the local community in management. Lastly, the media has the role in widely spreading as publications tools promoting local community management. With regard to the government regulation No. 72 year 2010, the local community participatory has been mandatory for the company as stated in article 7. It is said that the company should encourage the local society in managing resources by acknowledging and responding their aspirations and inputs. The participation of the local community could be useful in the Perhutani Forestry Sustainability Management Plan and Annual Technical Plan formulation. The process of making this plan will need building consensus of both community and the company in order to reach legitimacy that might avoid any conflict in the future.

Natural resources in Sendang Biru have potential economic value through the sectors of fisheries and tourism destinations, while its mangrove plantation area is contributing to its sustainability. In 1998, the whole country experienced national reformation, when every citizen utilized all state assets carelessly, including forest. Mangrove deforestation became inevitable in Sendang Biru during this time as consequences of massive exploitation done by both private and public corporate. Then it led to various side effects in early 2000, such as water scarcity, low fisheries production, and physical environment degradation according to the local community. Furthermore, tourist activities have significantly increased in this area due to its beauty of nature has attracted many leisure seekers. It will contribute to local economy value for sure, but also will damage the environment even worse if not wisely managed.

This occurrence has initiated a local man to stand up against environment damages in his neighborhood and willing to do something about it. This man is known as Saptoyo, he was born and raised in a coastal area of fishermen family. As he himself was experiencing unpleasant environment changes in early 2000s, he started to question himself about the cause of it. During the interview, he said, *"I still have the memory of my childhood when coastlines were almost covered by mangrove in some places that used to be my playground. But now, I can hardly find any of it anymore."* Moreover, the mangrove ecosystem is proven to be able to enhance fisheries production. In this sense, he realized that mangrove plantation has significant influence on his neighborhood stability. Since then he dedicated himself to do mangrove rehabilitation.

The individual action has initiated a local organization that gathered local society as members. The idea to establish a local organization was emerged after Saptoyo struggled to plant mangrove individually

for years, in 2005 up to 2011, with little progress. In 2012 he was informed about the local coastal community (POKMASWAS), initiated by Marine and Fisheries Agency of Malang Regency. The community was formed as coastal environment supervision for the sake of fisheries sustainability. However, this community was not well-functioning due to the lacks of locals' participation. Saptoyo then gathered the locals as many as possible to join in this community while he also tried to embody his mission of mangrove rehabilitation in it. With the help from the Marine and Fisheries Agency, POKMASWAS has functioned as expected under Saptoyo's leadership (Saptoyo, 2017).

Sendang Biru coastlines offers a beautiful leisure destination that increased the number of tourists which currently visit the area. As mangrove rehabilitation by POKMASWAS had faces substantial constraints in providing the seeds, Saptoyo saw an opportunity through the public interest in visiting the coastal area. He had an idea to introduce a visitor entrance fee in order to fund the mangrove seeds. And this is where the conflict began to arise between the local community and Perhutani. As the consequence of his action, Saptoyo was accused of practicing illegal charges toward the visitors without Perhutani's acknowledgement as the legal authority of the area. The incident involved local policemen arresting Saptoyo and it triggered the local society to start a demonstration act by closing the tourism destination for conservation area justification. The news rapidly spread through social media and instigates many critics from environmentalist and traveler community that urge Perhutani to be more involving the local society in their management. From this incidental conflict, both actors must learn "living with differences and disagreement in respectful acknowledgement of 'the other'." (Brand & Gaffikin, 2007, p. 308).

The POKMASWAS activities have shown progressive indication in managing the coastal area and began to operate more independently. In October 24, 2014 they officially transformed legally into local community organization known as Yayasan Bhakti Alam Sendang Biru. Currently, they gain much popularity from the public for promoting conservancy awareness in a tourism destination. Natural tourism destinations have always been a controversy between its economic benefits and environment degradation. A tourism destination can be a high contribution to improve its local inhabitant economy value which is a fundamental aspect of wealth. However, a continuous nature violation will permanently damage the tourism commodity and result in a loss of its economic value. Poor coastal management for tourism purpose will extinguish both environment and economic value instantly. A solution for this dilemmatic issue is to develop sustainable management for natural destination into ecotourism since it offers to preserve the environment to sustain its economic value.



Figure 4. 1 Bhakti Alam activities (source: Instagram @cmctigawarna)

The organization has developed significantly in management operation. Currently, they manage four programs, namely conservation and marine protected area unit, business unit, research unit, and volunteer unit. Conservation and marine protected area unit is the main program of the organization in which the implementations are mangrove plantation and treatment, coral transplantation and treatment, karamba (floated net fish), fish apartment, community service, and conservation socialization. Business unit manages ecotourism activities known as Clungup Mangrove Conservation (CMC Tiga Warna). Research unit has done several cooperations with universities such as University of Brawijaya, University of Malang, Muhammadiyah University, and many more. Volunteer unit is provided for those who are willing to participate in coastal conservancy activities. Although Yayasan Bhakti Alam is categorized as an infant organization, currently they have gotten several achievements.

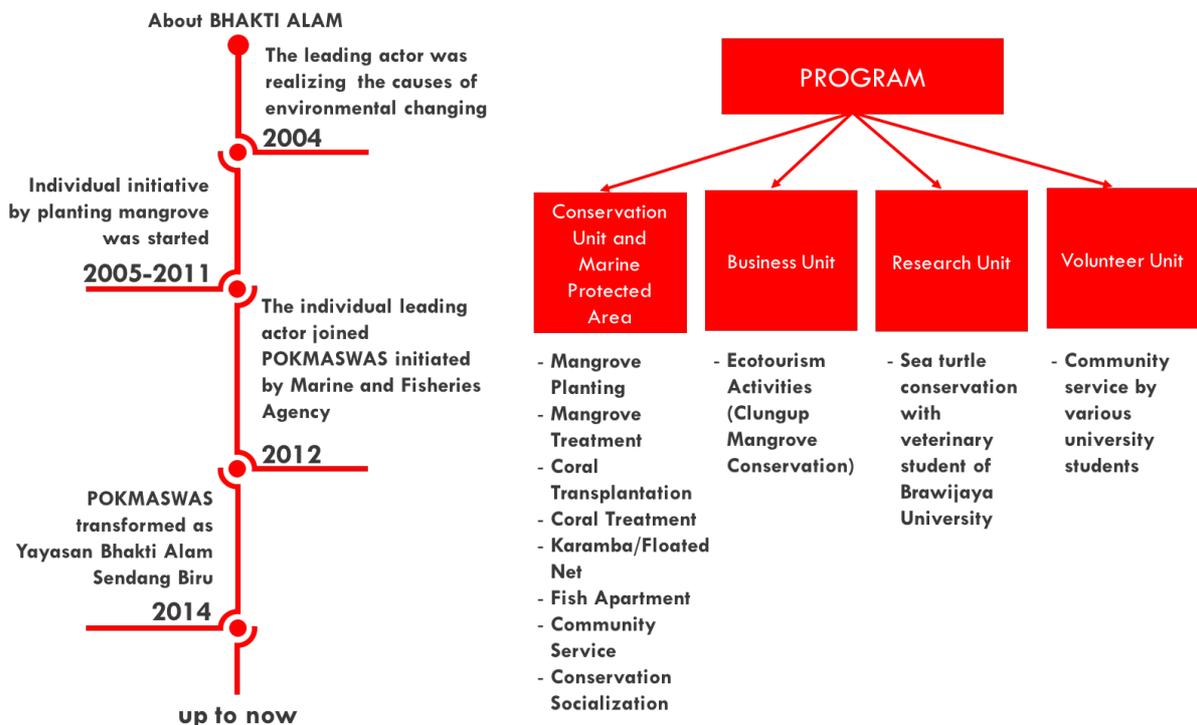


Figure 4. 2 Overview of Yayasan Bhakti Alam Sendang Biru (source: bhaktialam.org)

The local community initiative in Sendang Biru aims to improve environmental sustainability in their neighborhood. Sustainable development in Sendang Biru will require local knowledge that fits the social,

cultural and institutional characteristics of this area. Bhakti Alam members are the people who live in the neighborhood of Sendang Biru with coherent vision to foster their environment for better livability. The initiative is responding the common disruptions they have been experienced. The daily operational activities of the organization are shaping their desired condition in future which they will live in. No one knows better the local condition of the neighborhood than them. However, they need the knowledge on how to realize their vision with help from the external agents, for instance in this case are Marine and Fisheries Agency and transdisciplinary members of the ecotourism forum.

In order to achieve the common desired condition in Sendang Biru, it is necessary to start acting on it. Bhakti Alam has displayed its leadership to work along with the community by initiating conservation activities. Leadership can come from anywhere, is emergent, interactive, dynamic and produces adaptive outcome (Uhl-Bien, Marion, & McKelvey, 2007). The initiative emerged in respond to catastrophic environmental change that affects the neighborhood livability. Bhakti Alam not only interacts with the locals but also creates relationships with other institutions and organization to reach out further boundaries. The dynamic nature of its economic conditions and coastal characteristics has resulted in adaptive solutions to develop ecotourism business to support their main activities of conservation.

Place leadership is contextualized and focusing on location, locale and sense of place (Sotarauta, Beer, & Gibney, 2017). Sendang Biru neighborhood is located in the village of Tambakrejo with coordinate $8^{\circ} 25' 54.79'' S / 112^{\circ} 40' 49.79'' E$ in which it is also the part of east java south coastal that embraces the Indian ocean (Tambakrejo Government, 2013). The area has potential in fisheries, agriculture and leisure while also vulnerable towards land slide and tsunami. This area lies next to Sempu island that is stated as conservation area since 1928 and has attracted academics and researchers (BBKSDA, 2018). Most of the local residents in the area have profession as fishermen. Fisheries has been the highest commodity in Sendang Biru that contribute major economic revenue for village followed by agriculture and livestock (Tambakrejo Government, 2013). The culture and social relation in fishermen neighborhood has shaped particular locale characteristics. The local initiative, Bhakti Alam, was emerged over the sense of place that is possessed by every member of the organization. There is such emotional attachment to the neighborhood where they live in. The memories of childhood, refer to Saptoyo statement, remind them of the environmental condition in the past where their daily needs were provided by the nature without overexploiting it. This inner value grew into willingness and act for a change. The senses of belonging towards the place they live in also provide a long term commitment to develop the area genuinely.

Place leadership provides social legitimation that may also include actors with no authority to persuade others (Beer, Ayres, Clower, Faller, Sancino, & Sotarauta, 2018). In the case of Sendang Biru, the local initiative started from the non-assigned leader with no formal role and does things not because they have to do it but they feel the need to accomplish it. The social legitimation supports the local community initiative to keep their conservation activities and persuade actors from other domains to involve. It

increases the chance of the local community initiative to promote local knowledge, while also absorb ideas from outside. Place-based leadership might open the opportunities to create joint learning and innovation (such as collaboration with the Marine and Fisheries Agency and EJEJ) for the Bhakti Alam in order to achieve sustainable development in the neighborhood.

4.2 The Role of the Individual Leading Actor in Sendang Biru

South coastal area in Malang Regency consists of six districts where most of the original inhabitants rely on the coastal resources to live. The long list of coastal points in this area is highly valued for its potential for natural tourism destinations. During this study, there are 100 (possibly more) coastal points found through internet search. Most of them are not commonly known to public and even have no official management. The Regional Government Regulation of Malang Regency No. 3 Year 2010 about Regional Planning has listed 17 coastal tourism destinations to be developed (see Table 4.1). Although it has prospective value for local commodity trade, natural tourism destinations have always been a controversy for its economic benefits and environment degradation. It can be a high contribution to increase the local inhabitant wealth through its economic value. However, it also might lead to nature exploitation as the consequences of no authorized management. A continuous nature violation might as well as causing permanent damage towards its commodity and loss of economic value.

Table 4. 1 List of Coastal Tourism in Regional Government Regulation

No.	Nama Pantai / Beach Name	Desa / Village	Kecamatan / District
1	Pantai Licin	Lebakharjo	Ampelgading
2	Pantai Sipelot	Pujiharjo	Tirtoyudo
3	Pantai Lenggoksono	Purwodadi	Tirtoyudo
4	Pantai Tambak Asri/Perawan Sidoasri	Sidosari	Sumbermanjing Wetan
5	Pantai Tamban	Tambakrejo	Sumbermanjing Wetan
6	Pantai Sendang Biru	Tambakrejo	Sumbermanjing Wetan
7	Pantai Bajul Mati	Gajahrejo	Gedangan
8	Pantai Ngantep	Tumpakrejo	Gedangan
9	Pantai Wonogoro	Tulungrejo	Gedangan
10	Pantai Balekambang	Srigoco	Bantur
11	Pantai Kondang Merak	Sumber Bening	Bantur
12	Pantai Kondang Iwak	Tulung Rejo	Donomulyo
13	Pantai Bantol	Banjar Rejo	Donomulyo
14	Pantai Sendang Purwaningsih	Purworejo	Donomulyo
15	Pantai Ngliyep	Kedungsalam	Donomulyo
16	Pantai Jonggring Saloka	Mentaraman	Donomulyo
17	Pantai Mondangan	Sumberoto	Donomulyo

Yayasan Bhakti Alam Sendang Biru is aware of the potential of its neighborhood area and initiatively created a business unit through ecotourism activities known as Clungup Mangrove Conservation (CMC). This program was created to support the funding of their main activities in marine protected area conservation. Unexpectedly, this program has been one of the most popular coastal tourism destinations among other coastal points along Malang Regency. In addition, their destination area is not included in the Regional Planning of Malang Regency shortlisted of coastal tourism destination development. Could this be explaining the 'missing variable' in understanding why some places are well-developed while others are not, as stated by Beer and Clower (2014)? The leadership which is brought by Bhakti Alam has increased not only its environment, but also its economic value and surpassed the shortlisted tourism destination in regional planning. This section will try to prove this argument by discovering the role of individual leading actor in Sendang Biru. The following findings are based on interviewing Saptoyo as the head of Yayasan Bhakti Alam Sendang Biru.

The main missions of Yayasan Bhakti Alam Sendang Biru are: establishing environment awareness within the neighborhood community; creating rural conservation community; managing natural resources in responsible manner through local community empowerment; and actively participating in rural tourism development in East Java. Although the tourism development through the Clungup Mangrove Conservation has gained much more attention from the public, especially the leisure seekers, this organization tries to educate the visitors and increase their awareness of coastal conservation. Way before the organization is established and known to public for its contribution to maintain conservation towards marine protected area in the neighborhood; it is started from a personal initiative of the leader organization, Saptoyo.



Figure 4. 3 Saptoyo the head of Bhakti Alam (source: bhaktialam.org)

Due to the reformation era and national crisis, exploitation towards forest resource utilizations were uncontrollably executed by private parties, including public and local communities. In the early 2000s, environment changes significantly as the consequence of nature exploitation. His family experienced water scarcity that never happened before, as far as he could remember. He was raised in the fishermen

neighborhood and heard many people start to talk about how fish were barely enough to catch. This made him wondering the odds that happened surrounding him. At that time, he visited the area where he used to play as a kid and found out that no small fish at all and most of the mangrove trees had disappeared. He went further into the forest and discovered that the land was transformed into farmland by local residents. The mangrove ecosystem degradation had caused marine ecosystem imbalance and decreased fish catchment. This condition then triggered fishermen to use bombs and to catch fish and damage coral reef and marine ecosystem. *“Since then I realized that what I need to fix is not only the environment, but also its human resources,”* said Saptoyo.

Persuading people to join the initiative was not easy at all. Saptoyo started mangrove planting by himself together with his immediate family and close friends for several years. He realized that his effort only could bring small contribution if he kept doing it alone. He went door to door for 3 months, asking anyone to join the movement. There were 25 people joined out of many other who rejected. The approach was done through discussing the threat of environment damages and its consequences. Some of them were really interested, while more ignored it. As the head of Bhakti Alam said, *“I personally believe that we have no right to force our will to others if it is not accepted by heart. We want them to voluntarily accept it and slowly invest our vision to them.”* A fluctuated numbers of the organization member had shown the struggling. From 25 members, it increased to 72 then it extremely decreased into 8 members only in the late of 2012. The main constraint was that many of them need to fulfill their family need economically while the initiative was only voluntary activity without any revenue in return. The remaining active members tried to find solution to overcome financial issues through instigating ecotourism in order to keep the conservation activities alive.

The current head leader of Bhakti Alam personally thinks that the present development of Sendang Biru is not sustainable enough in regards of its environment condition and its human resources. In document of 2013 Tambakrejo profile, there are four development strategies based on the strength and opportunities of its coastal characteristic area: inviting investors for coastal ecosystem management through corporate social responsibility; optimizing sustainable fishing; developing fisheries industry and infrastructure; and improving governance for tourism management sector (Tambakrejo Government, 2013). Along with the implementation of these strategies, Saptoyo argues: *“Environment sustainability depends on how the locals manage it. Conventional approach is outdated and it needs more of innovative approach. Conventional approach only leads to exploitation.”*

In order to implement an innovative approach, the leading actor of local initiative in the area of Sendang Biru realized that he cannot do it alone and need to reach beyond boundaries to deliver his missions. In 2012, the governor of Tambakrejo recognized the initiative activities in Sendang Biru and introduced them to the POKMASWAS (community inspection group) which was initiated by the Marine and Fisheries Agency. This group was initiated based on the Ministry Act No. 58 Year 2001 by Marine and Fisheries Ministry, as field inspector which consists of community leaders, religious leaders, local leaders, NGOs,

fishermen, farmer, and other coastal community. The main task of this group is to observe and monitor the fishery activities and natural utilization in the local area, and then report it to the Marine and Fisheries Agency or law enforcement instrument when there is suspicious violation towards fishery regulations (Pemerhati Ekoper dan Kawasan Konservasi, 2012).

This community had been established in quite some time, however it was not operated optimally by the assigned leader of the group. The governor of Tambakrejo expected the activities that were initiated by Saptoyo will accommodate better in this community group. Not long after joining this community Saptoyo had shown his leadership and taking place as the assigned leader of the POKMASWAS. As this group was initiated by the Marine and Fisheries Agency, the collaboration with this institution was intensified. The institution also helped them when they had conflict with the legal land authorized (Perhutani) by doing mediation between them.

In regard of this issue, Saptoyo looked for other ways to be able to continue his missions over conservation in Sendang Biru. After the conflict incident that involved the law enforcement for illegal trespassing accusation, he learnt how to keep the initiative formally and make good relationship with Perhutani as the owner of land authorization. There is a way to create cooperation with Perhutani to in utilizing the forest area through cooperation agreement that required an official organization with legal basis. For the sake of realizing this agreement, Saptoyo and the member of POKMASWAS at that time transformed into a local organization named Yayasan Bhakti Alam Sendang Biru in 2014. Since then, the conservation activities had a legal land use permit and developing programs according to the organization main missions. The personal motivation of Saptoyo had been turned into a collective mission twichenever member perceived as a shared vision. The organization itself grew bigger as it has currently 108 members.

Furthermore, Yayasan Bhakti Alam Sendang Biru is reaching out beyond the local scale and gets acknowledged by wider scale. This acknowledgement is gained through various achievement, namely: (1) Mayor of Malang Regency award for Pioneer and environment saver in 2016; (2) 1st place for inspiring youth pioneer in regional level; (3) One of the 72 Indonesian Iconic Achiever in 2017; (4) 1st place for best natural tourist attraction in East Java Tourism 2017; (5) 2nd for the most popular and cleanest tourist destination in Anugerah Pesona Indonesia 2017; (6) Radar Malang awards 2018 (see figure 4.3). The continuous popularities are gained through their official social media account. The operation of social media has maintained the existence the organization itself by continuously providing information of their activities to the wider scale.

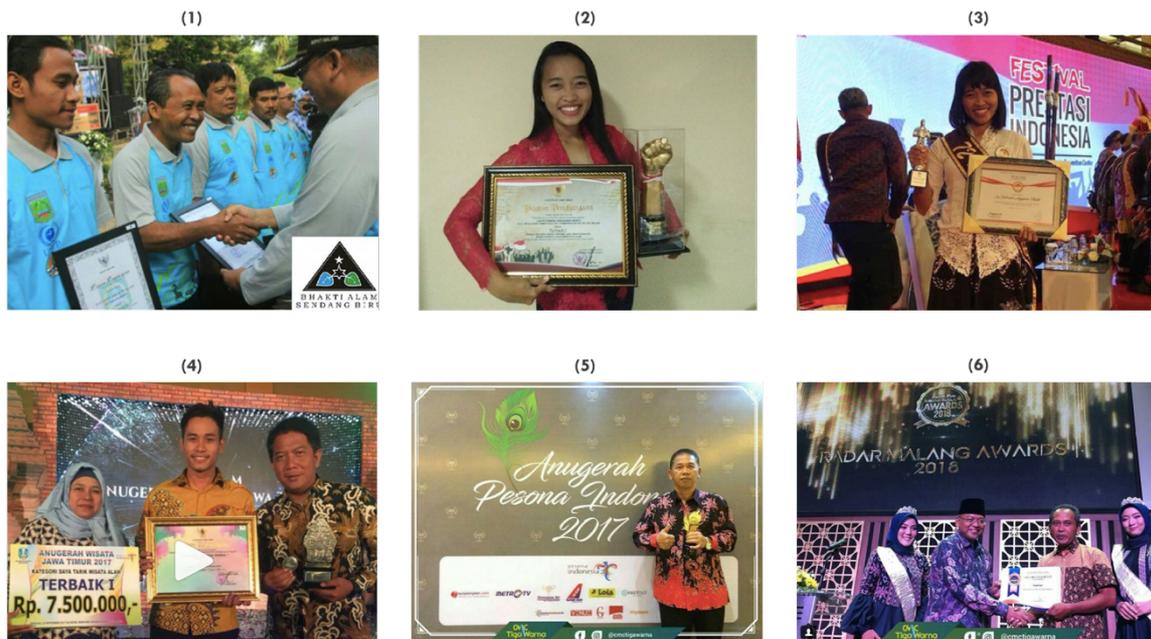


Figure 4. 4 Bhakti Alam achievements (source: Instagram @cmctigawarna)

Along with it, an innovation approach needs to be supported by transdisciplinary collaboration. In accomplishing it, the individual leading actor of Bhakti Alam extends the knowledge by bridging domains through creating joint-learning and innovation with other institutions and organizations. As Saptoyo explained *“I realized that I can not do my fight alone, I need to reach out further (boundaries) to deliver our missions. We need support and new knowledge from outside”*. This resembles the network shuttles (or collaborative) type of leadership where it seeks cooperation by using common interest, power (connection) and enthralling moves to collect and exchange knowledge.

This particular leading actor also has shown transformation of leadership type from handicraftsmen into a more visionary type. In the beginning of the initiative when Saptoyo started the individual mangrove planting which was a respond to the needs of that moment as described in handicraftsmen type of leadership. However, during the interview he stated that *“I would say that I see myself now as more of a visionary kind. We are not only accepting program or advise from outside, but we try toto identify it first whether it is suitable to be developed in our area condition or not. We have ambitions: to bring back the quality of ecology as it was; human resources in our neighborhood are improved, since influence our interaction with environment, human also contribute in environment damage; and improve collective well-being/wealth. We translate it into living with nature.”*. A visionary leaders shapes which activities will be important in the future and how they will be carried out, but also pondering on new kinds of activities that might emerge (Horlings L. G., 2010) and includes elements of reformist, intellectual and provide room for long term visions (Gupta, et al., 2010).

The case study of Sendang Biru has shown that the individual leading actor in this area posses a significant role in its development. Several news coverages disclose the story of conservation initiative in

this area as an emergence of inspirational local leading actor. The individual leading actor has an initial role in activating a local initiative in the neighborhood of Sendang Biru. It started from personal motivation and persuades local people to join by doing the individual mangrove planting. The activities began informally and turned into formal operation after encountered land use permit problem. The daily operation has also converted from non-assigned leader into assigned leader. The initiative activated by the individual leading actor contributes in improving environmental sustainability in Sendang Biru and has important role in discovering a well-practiced place-based leadership.

4.3 Interaction and Collaboration between Key Actors

This section will try to describe how the interaction and interdependency within the key actors is and how they collaborate in developing the area of Sendang Biru. The key actors represent each different domain defined in the well-working operational interfaces framework by Wellbrock (2013) (see figure 4.4). Each of these key actors was interviewed during the research in order to understand how they work with each other. The respondents consist of the leading actor of the local community initiative in Sendang biru and also exogenous actors who are actively involved and have intense communication with the organization. The analysis will try to discover which type of leadership has been practiced by the key actors. The types of leadership are generated by the tasks and ways of collaboration between them. The relationship and collaborations that are created between these multisectoral institutions and organizations will be expected to activate series local capabilities in utilizing the resources of Sendang Biru.

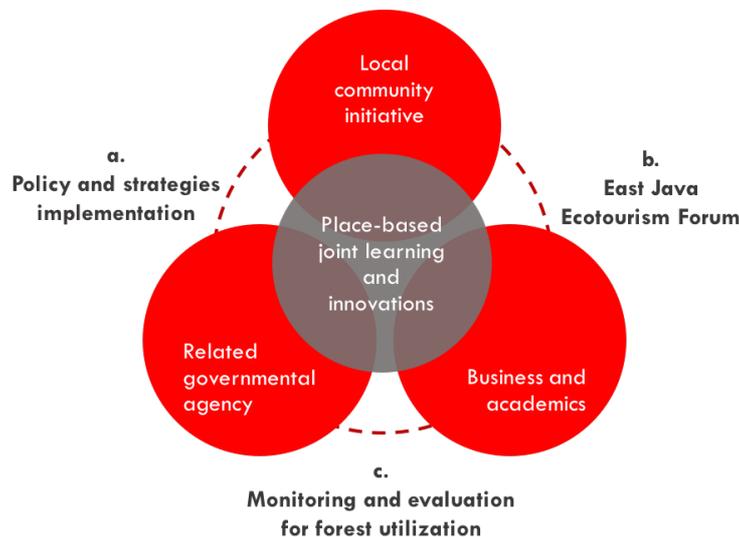


Figure 4. 5 Interaction and collaboration between domains (source: author)

The public administration domain is represented by the government instruments who are assigned to work in the case study area. Based on the interviews, the local community initiative in Sendang Biru has direct relationship with the Marine and Fisheries Agency as initiator of POKMASWAS and also Perhutani as

the authorized land management. However, only the Marine and Fisheries Agency who was actively involved in the organization's daily activity. The findings show the relation between the local initiative and Perhutani only is based on the land sharing agreement for their activities which are taking place in the area under authorized area. On the other hand, the relation with the Marine and Fisheries Agency has created several sharing programs.

The Department of Marine, Coastal and Control under the Provincial Marine and Fisheries Agency has served for: formulating marine spatial management policy within 12 miles, excludes oil and gas; recommending marine spatial utilization permit within 12 miles, excludes oil and gas; formulating policy to empower coastal and small islands community; formulating conservation and rehabilitation of marine resources policy; formulating marine and fisheries resources utilization control policy within 12 miles; coordinating marine and coastal development and management policies; Coordinating marine and fisheries resources control policies; coordinating coastal and small islands community empowerment policies; monitoring, evaluating and report; and other operation of the Provincial Marine and Fisheries Agency (Marine and Fisheries Agency of East Java Province, 2017).

Bhakti Alam has close relationship with the Preservation and Conservation Division of the department who operate in the port technical implementation unit, known as P2SKP (Ports and management of Marine and Fisheries Resources). The two main supervision tasks of this division are towards fisheries resources by routine patrol and marine ecosystem conservation through monthly monitoring. This division was recently established in 2017. The respondent from this division was once a volunteer in Bhakti Alam. When he joined the institution, he asked Bhakti Alam as a local partner in sharing data and information. Both leading actors were discussing about the more measurable conservation program in order to prove whether their current activities are really improving the ecosystem quality. The local initiative also acts as a field informant for any suspicious illegal fishing or marine ecosystem damages.

As a government institutional agency, the Preservation and Conservation Division of Provincial Marine and Fisheries Agency has shown technocratic and managerial leadership by acting based on the rules and regulation as public servants appointed by the government. Anthon Andrimida, one of the supervision manager of the Marine and Fisheries Agency explained, *"There is a regulation regarding the coastal area in between 0-12 miles, it says that we are not only responsible for the marine and fisheries production, but also conduct conservation activities to preserve the ecosystem"*. This institution performs a networking and collaborative role by engaging with the local community initiative as their partner in gathering data on the field, as he said *"I have discussed several times with Saptoyo that the we need to do conservation in more measurable way. So that, we collaborate with them to enrich our data basis of this area"*. They also create collaboration together with East Java Ecotourism Forum to help the local community initiative developing their business program. Visionary manner is found in their ambition to realize Eco Fishing Port in Sendang Biru which could increase revenue from its fisheries potential in a more sustainable way. *"In the long term we want to develop the area of Sendang Biru as a Eco Fishing Port which is environment-*

based fishing port.” he said. Operational leadership has been performed in a way of executing ideas and converting them into productive outcome. For instance, according to Anthon they started the ecosystem monitoring of mangrove forest around 1.38 hectares out of more or less 70 hectares (2%) area under their management; we identified 1 spot out of 7 spots. The table 4.2 gives the information regarding the types of leadership found in the case study by the Preservation and Conservation Division of Provincial Marine and Fisheries Agency.

Table 4. 2 Types of leadership practiced by government institution agency

Shared Leadership in Regional Development (Sotarauta, 2002)	Leadership in Adaptive Capacity (Gupta et al, 2010)	Power and Civic Leadership (Hambleton, 2015)	Complexity Leadership (Uhl-Bien & Arena, 2017)
<input checked="" type="checkbox"/> Technocrats	<input checked="" type="checkbox"/> Visionary	<input type="checkbox"/> Political	<input checked="" type="checkbox"/> Operational
<input checked="" type="checkbox"/> Network Shuttles	<input type="checkbox"/> Entrepreneurial	<input checked="" type="checkbox"/> Managerial	<input type="checkbox"/> Entrepreneurial
<input checked="" type="checkbox"/> Visionaries	<input checked="" type="checkbox"/> Collaborative	<input type="checkbox"/> Community	<input type="checkbox"/> Enabling
<input type="checkbox"/> Handicraftsman		<input type="checkbox"/> Business	
<input type="checkbox"/> Political Animal		<input type="checkbox"/> Trade Union	
<input type="checkbox"/> Battering Ram			

In the domain of knowledge support structure consists of research institutes, NGOs, private experts or agencies. Such multi-disciplinary actors are gathered in a forum known as East Java Ecotourism Forum. According to Agus Wiyono, the coordinator of EJEJ, this forum was founded in 2010 with legal entity as association. The main programs are focusing on improving the capacity of human resources in tourism management and destination development through training and education including product forming and promotion. Tri Sulihanto Putra, the owner of Malang Travelista and also the administrative member in EJEJ explained, “We gave *Bhakti Alam* not only tour guide and tourism hospitality training, but also we act as facilitator for environmental education.”. The members of EJEJ are various individuals, organizations, business and also academics. EJEJ is trying to develop tourism mainly in areas of coastal, rural and highland (plateau). They conduct monthly lectures for all the member where the topics are decided deliberatively, and provides appropriate experts to be the lecturer. They also have roadshow programs to visit tourism destination in East Java and have discussion about any challenge that local management might face to find the solution by sharing experiences. In addition, this association provides certification for tour guide and training for developing tourism plan for local community.

Bhakti Alam and EJEJ met for the first time when the forum held an annual network gathering. At that time, Bhakti Alam registered as a participant and interested in the discussion in that annual meeting. Afterwards, both leading actors discussed about possible collaboration. Bhakti Alam has been joining the forum since 2014. Along with their main activity in conservation including protection, control and utilization, Ecotourism development is considered as one of sustainable nature utilization. EJEJ help Bhakti Alam in developing ecotourism through staff training for their tour guides, creating tourism product, market targeting by promotion. EJEJ is planning to make Bhakti Alam as one of their ideal model in East Java for coastal ecotourism which promotes environment preservation. However, they need to fulfill

requirements, such as: carrying conservation mission which they already done through mangrove planting and coral reef transplantation; empowering local community by maintaining ecotourism program along with the local community; educating the visitors where they do not only get leisure but also become aware of environment protection; lastly, accommodating tourism basic facilities.

It is quite obvious that the members of the association are local business leaders and social entrepreneurs who have stake in long-term prosperity of the locals, which resemble the business leadership. These business leaders and social entrepreneurs have acted as network shuttles and showed a collaborative approach in order to advance the ecotourism features in the provincial of East Java. In addition, EJEF has displayed a strong role in entrepreneurial leadership. *“We are helping Bhakti Alam in developing their ecotourism program through staff training (tour guide), creating tourism product, market targeting through promotion.”* said Agus Wiyono. Malang Travelista as local tourism business has been selling ecotourism package which collaborating with Bhakti Alam. The forum provides room for leading actors from various backgrounds to stimulate actions and undertakings by routine discussions and lectures. It accommodates new ideas, innovative solutions, new tourism products or services, learning and growth and adaptability. The way Bhakti Alam and EJEJ communicating has strengthen, as Agus further explained, *“Since some people from Bhakti Alam act as administrator in EJEJ, we have an intense communication to operate EJEJ itself. Moreover, tourism business needs attention for daily operational regarding promotion, networking and many other. We are basically able communicating almost everyday through online media (such as social media). We visit Bhakti Alam for at least once a month for discussing their progress in developing ecotourism program.”* Such exploration seeks for a more sustainable way to utilize nature as tourism destination that improves local quality. See table 4.3 to comprehend the types of leadership of knowledge support structure in the case study.

Table 4. 3 Types of leadership practiced by the knowledge support structure

Shared Leadership in Regional Development (Sotarauta, 2002)	Leadership in Adaptive Capacity (Gupta et al, 2010)	Power and Civic Leadership (Hambleton, 2015)	Complexity Leadership (Uhl-Bien & Arena, 2017)
<input type="checkbox"/> Technocrats	<input type="checkbox"/> Visionary	<input type="checkbox"/> Political	<input type="checkbox"/> Operational
<input checked="" type="checkbox"/> Network Shuttles	<input checked="" type="checkbox"/> Entrepreneurial	<input type="checkbox"/> Managerial	<input checked="" type="checkbox"/> Entrepreneurial
<input type="checkbox"/> Visionaries	<input checked="" type="checkbox"/> Collaborative	<input type="checkbox"/> Community	<input type="checkbox"/> Enabling
<input type="checkbox"/> Handicraftsman		<input checked="" type="checkbox"/> Business	
<input type="checkbox"/> Political Animal		<input type="checkbox"/> Trade Union	
<input type="checkbox"/> Battering Ram			

Bhakti Alam represents the domain of everyday life practice that has the grassroots development initiative. The organization was initiated by individual leading actor, Saptoyo, who persuade local community to conserve their living area. The findings recognize the leadership type transformation within the organization. The local initiative has practiced handicraftsman leadership as a response towards environmental damage at that moment, which was individual mangrove planting. However, immediate result over the activities was hardly visible. After quite some time, the initiative grew into a bigger

collective movement that involves actors from wider boundaries for collaboration in order to achieve long term result. In the process, Bhakti Alam has grown into a visionary organization who has shared its vision with local community and actors from the outside on how developing the area, thus creating a joint spirit.

There is similarity between network shuttles by Sotarauta (2002) and collaborative leadership by Gupta et al (2010). Both types of leadership describe a cooperation-oriented leadership that seeks for common interest between actors, which also can be found in the case study. The individual leading actors joined POKMASWAS as existing community group established by Marine and Fisheries Agency, revived its daily operational and transformed it into an independent organization known as Bhakti Alam. Afterwards, the Bhakti Alam seeks for collaboration with East Java Ecotourism Forum to develop tourism site as their business program.

In the frame of complexity thinking, the case study has displayed enabling leadership since it provides ability to engage the formal function and innovation solution through its contextual nature, then turns it into daily operation. For summarizing Bhakti Alam types of leadership, see table 4.4.

Table 4. 4 Types of leadership practiced by Bhakti Alam

Shared Leadership in Regional Development (Sotarauta, 2002)	Leadership in Adaptive Capacity (Gupta et al, 2010)	Power and Civic Leadership (Hambleton, 2015)	Complexity Leadership (Uhl-Bien & Arena, 2017)
<input type="checkbox"/> Technocrats	<input checked="" type="checkbox"/> Visionary	<input type="checkbox"/> Political	<input type="checkbox"/> Operational
<input checked="" type="checkbox"/> Network Shuttles	<input type="checkbox"/> Entrepreneurial	<input type="checkbox"/> Managerial	<input type="checkbox"/> Entrepreneurial
<input checked="" type="checkbox"/> Visionaries	<input checked="" type="checkbox"/> Collaborative	<input checked="" type="checkbox"/> Community	<input checked="" type="checkbox"/> Enabling
<input checked="" type="checkbox"/> Handicraftsman		<input type="checkbox"/> Business	
<input type="checkbox"/> Political Animal		<input type="checkbox"/> Trade Union	
<input type="checkbox"/> Battering Ram			

The findings over the case study have discovered the interaction and interdependency between the main key actors are displaying various types of leadership from different domains. Each type of leadership brings about enlightenment for directing Sendang Biru development, thus it will be better if more types of leadership are found. Although the main key actors who are actively involved in the case study area are not checking all the boxes, the current development seems to enhance into a more sustainable direction. However, the results find a likeness that in three domains has practicing network shuttles and collaborative leadership. This type of leadership is important to open possibilities in spanning boundaries that creates coalition for supportive institutional settings.

Furthermore, the collaboration between the leading actors of each domain has activated series of capabilities in developing the area of Sendang Biru. The chapter of theoretical framework discussed about the various leadership capabilities from various scholars. In order to analyze which capabilities are found in the case study, similar capabilities are merged as shown in the table below (see Table 4.5).

Table 4. 5 Leadership Capabilities

<ul style="list-style-type: none"> ● Institutional skills ● Networking skills <ul style="list-style-type: none"> - Facilitating interdisciplinary working ● Socialization skills <ul style="list-style-type: none"> - Ensuring the engagement of local communities - Debating, interpreting and combining different sources of knowledge ● Absorptive skills <ul style="list-style-type: none"> - Tapping into global networks ● Interpretative skills <ul style="list-style-type: none"> - Unlocking local knowledge ● Strategic skills <ul style="list-style-type: none"> - Translating local knowledge into global language - Transferring global knowledge into local understanding - Discussing local plans and decisions ● Excitement skill

a. Everyday Life Practice – Public Administration

The collaboration between these domains is represented by the local community initiative Bhakti Alam and the Preservation and Conservation of Marine and Fisheries Agency. Institutional skill can be found in the Preservation and Conservation Division which was recently established in 2017 with main tasks to supervise fisheries resources and marine ecosystem conservation. The institutional setting so far has been particularly supportive towards initiated activities by the local community, while at the same time Bhakti Alam helps them as the field agent. Networking skill performed by the leading actors through their personal relationship as the respondent of the Preservation and Conservation staff used to be one of Bhakti Alam active volunteer. The good relationship between them is kept nurtured and crates mutual collaboration between the organization and institution. Socialization skill is based on their shared vision in perceiving marine ecosystem conservation and how they engage local community. They do socialization by doing several together such as fish shelter, coral reef transplantation and campaign for fishermen community in the area of Sendang Biru. Strategic skill is found in formulating the idea of measuring the current conservation activities. The institution together with the local initiative started to collect data of the ecosystem monitoring of mangrove forest, coral reef spots and other marine ecosystem in the area. Excitement skill is mainly disclosed by Bhakti Alam by consistently involving local residents in their activities; however the collaboration

programs with the government agency have made the local community engagement more functioning.

b. Everyday Life Practice – Knowledge Support Structure

In 2014 Bhakti Alam joined as East Java Ecotourism Forum member after attending their annual network gathering. The leading actor of Bhakti Alam believes that the forum has offered a complete component through its various disciplines and professions member which could create innovations in ecotourism development. Their network skill created by mutual dependency as Bhakti Alam not only as one of EJEF member, but also its leading actor has become EJEF administrator. This relationship increased horizontal cooperation based on reciprocal support between them. The forum facilitates interdisciplinary discussion and produce shared knowledge about sustainable leisure site management using the local resources. It demonstrates their socialization skill in engaging local community. EJEF has helped the local community initiative to utilize local knowledge (interpretative skill) to be acknowledged by the exogenous experts to generate solutions and innovations for local development (absorptive skill). The innovations generated from the collaboration have motivated the local community to participate in developing ecotourism in Sendang Biru. On the other hand, the experience of Bhakti Alam leading actor has inspired other members of EJEF to keep struggling for preserving the environment. The reciprocal endorsement from both organizations fabricates initial excitement skill.

c. Public Administration – Knowledge Support Structure

The case study hardly discloses any collaboration between these domains. Although each respondent confirmed that they had several discussions in regard of Sendang Biru development, however it only sharing information and no follow-up response. It is rather unfortunate since such both domains could collaborate in monitoring and evaluating towards the development of the area.

Table 4. 6 Activated leadership capabilities

a. Everyday Life Practice – Public Administration	b. Everyday Life Practice – Knowledge Support Structure	c. Public Administration – Knowledge Support Structure
<input checked="" type="checkbox"/> Institutional skill	<input type="checkbox"/> Institutional skill	<input checked="" type="checkbox"/> Institutional skill
<input checked="" type="checkbox"/> Networking skill	<input checked="" type="checkbox"/> Networking skill	<input type="checkbox"/> Networking skill
<input checked="" type="checkbox"/> Socialization skill	<input checked="" type="checkbox"/> Socialization skill	<input type="checkbox"/> Socialization skill
<input type="checkbox"/> Absorptive skill	<input checked="" type="checkbox"/> Absorptive skill	<input type="checkbox"/> Absorptive skill
<input type="checkbox"/> Interpretative skill	<input checked="" type="checkbox"/> Interpretative skill	<input type="checkbox"/> Interpretative skill
<input checked="" type="checkbox"/> Strategic skill	<input type="checkbox"/> Strategic skill	<input checked="" type="checkbox"/> Strategic skill
<input checked="" type="checkbox"/> Excitement skill	<input checked="" type="checkbox"/> Excitement skill	<input type="checkbox"/> Excitement skill

The activated leadership capabilities in the case study (see table 4.6) have given a quite comprehensive description on how the actors collaborate in the area of Sendang Biru. Since the case study focusing on the emergent local community initiative, the intensive collaboration only found in which involve the everyday life practice domain. Both collaboration with the Preservation and Conservation Division of Marine and Fisheries Agency and East Java Ecotourism Forum has successfully ticked all the leadership capabilities. Although, the collaboration between public administration and knowledge support structure is hardly to find, it is possible to strengthen institutional and strategic skill by monitoring and evaluating rural development. The next part of this section will try to discover the outcome of place-based leadership in the case study area.

4.4 Current and Potential Outcome

The case study in Sendang Biru provides empirical approach that place leadership might actually be the initial factor which enhanced the development, more than in other coastal area in the regional and even in provincial level. The interactions and collaborations between domains contribute in facilitating joint learning that generates place-based innovation for sustainable development in Sendang Biru that makes the area as an ideal model of coastal ecotourism site and promotes community-based environment conservation. However, measuring the role of place leadership area development remains indefinite. The role of place leadership is to initiate and enable the capacity building to be fitted in institutional setting and make it more supportive to place-based development. Its ability is vital to the expanding 'spiral' of collaboration and the building of collective agency and institutional arrangement (Horlings, Roep, & Wellbrock, 2018). This section will try to discover till what extent local leadership can affect the current institutional setting to more supportive for local development. The expanding spiral model of place leadership (see figure 4.5) is used to describe findings in the case study as in the following.

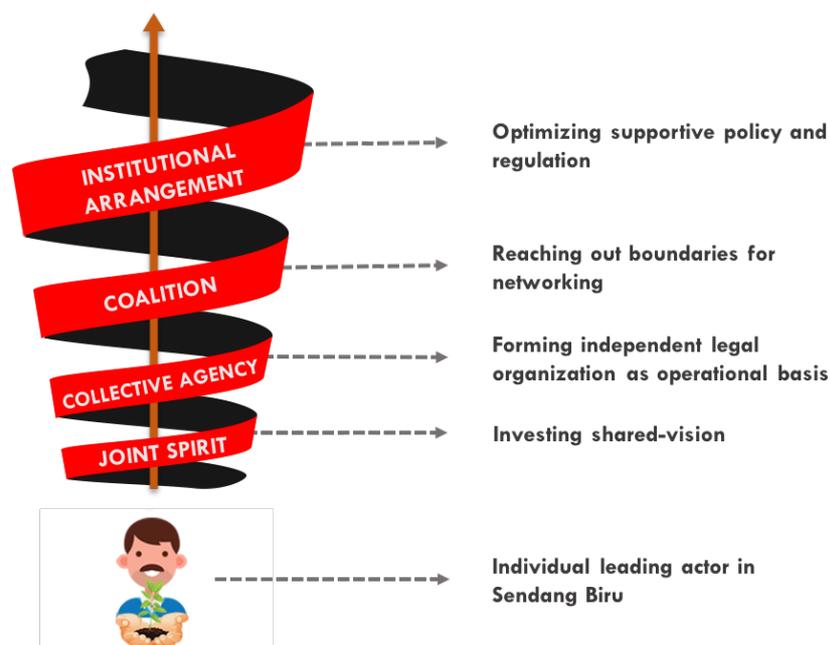


Figure 4. 6 Expanding spiral model place leadership in Sendang Biru (source: author)

4.4.1 Joint Spirits Gatherer

According to the previous section this research found that there is an initial role of individual leading actor in the case study area. This particular actor emerged from non-assigned leader and informal activities that gained trust and inspired local community. This proved the Gonzales and Hayley (2005) hypothesis that innovative initiatives promoted by non-traditional actors and centered around area development are likely to have potential to expand and transform established governance to have resonance with dynamics of cultures and where exogenous forces can also promote parallel ideas and practices. The respondent from the Preservation and Conservation of Marine and Fisheries Agency revealed that the leading actor of Bhakti Alam has a unique approach in engaging local community. He performs a personal approach to persuade everyone joining the initiative by identifying each personal characteristic and communicate with them accordingly. The head of EJEJF admired Saptoyo's consistency during the initiative movements even when he encountered friction within the local community and keep persuaded people to join by going door to door. The leading actor of the local community initiative revealed that nurturing *silaturahmi* (the good relation between people) is important and deliberative discussion should be *nguwongke wong* (respect others as human being). This way, the process of investing shared-vision will be accepted sincerely by everyone. The initiative aims for sustainable development which needs a long-term process and constant effort. Inner value which comes from within ones will be initial motivation that keeps the initiative exist.

4.4.2 Forming Collective Agency

A considerable size of area that suffers environmental degradation in Sendang Biru drew attention from more than a small group of people. The local community initiator realized that his individual mangrove plant has not significantly improved the environment quality. He joined POKMASWAS as the existing collective agency initiated by Marine and Fisheries Agency. A collective agency provides practical conceptual tools to analyze dynamics of power and agency (Lockie, 2004). Although this group had support from the government agency, Saptoyo figured out that they cannot own land use permit from Perhutani since POKMASWAS had no legal basis as an organization. Then it transformed into an independent organization named Yayasan Bhakti Alam Sendang Biru in order to propose land use permit agreement and continue their activities without legal constraint. Until now, Bhakti Alam has more than 100 members who are the local community with shared-vision of sustainable development for their living area. The organization provides a more directive activity that suits characteristic of the place.

4.4.3 Networking to build coalitions

A place-based development is highly dependent on the local knowledge and resources to create tailor-made plan that only suitable for particular area. However, a neighborhood size area is less likely to possess enough power and ideas for realizing such suitable plan. Creating mutual alliances through collaboration is necessary to support the visions local community initiative. The collaboration between Bhakti Alam and the Marine and Fisheries Agency broadens the knowledge of local community in utilizing and maintaining coastal and marine resources in Sendang Biru. Along with their mission to preserve their environment, they are also willing to improve local economic by exploring the area potential as leisure attraction. Since most of the local residents are fishermen, tourism management and hospitality are quite new things for them. East Java Ecotourism Forum is considered as coalition that consist of experts and professionals from various disciplines in regional area. Coalitions building is about stretching the boundaries to bring in/out the global knowledge into specific local development. The challenge for coalition planning is to be able to bridge and mix within coalition to reinforce relationships between established institutions and individual aspirations (de Jong, 2016). According to the head of EJEFF, the association had helped mediation process between Bhakti Alam and Perhutani during the conflicts over the land use authority.

4.4.4 Influencing Institutional Settings

Institutions are necessary for the system to function as set of rules that regulate the interaction between parties involved. Institutional arrangements act as governance structures, which are designed to coordinate specific transactions among multiple actors (Koppenjan & Groenewegen, 2005). The local initiative in Sendang biru emerged from the personal motivation rather than initiated by the government. Ever since the local initiative operated, they encounter some set of rules that are supportive and obstructive. The moment when the leading actor had to confront the law enforcement for trespassing accusation, they realized the need to compromise with the institutional settings. Perhutani have fully authorization over most of area in Sendang Biru as protected forest based on the current legal framework of protected natural resources and forestry regulated in the government regulation No. 72 year 2010 (PERHUTANI, 2016). Yayasan Bhakti Alam Sendang Biru was founded in 2014 in order to obtain land use permit from Perhutani as an independent organization with legal basis.

In 2017 the Ministry of Environment and Forestry released regulation no. 39 regarding the social forest on the territory of Perhutani. It regulates a sustainable forest management system on the state forest areas under Perhutani management where the local community acts as the main actor in order to improve their welfare, environmental balance and socio-cultural dynamics in the form of permit utilization (Ministry of Environment and Forestry, 2017). This regulation allows any local communities to propose permit utilization of state forest areas as a *kelompok tani* (farmer association) to the Ministry of Environment and Forestry. Knowing this regulation, the local community initiative in Sendang Biru

consulted with the experts and academics within the coalition network before preparing the proposal. The organization also gathered local residents who would like to participate in managing social forest. The local community officially obtained the social forest utilization permit (IPHPS) on March 2018 under the farmers association of Bhakti Alam Lestari. The permit has given 893 hectares of state forest to be utilized by 550 local residents in Tambakrejo, including Sendang Biru.



Figure 4. 7 State forest on Tambakrejo (source: (APPGIS, 2017))



Figure 4. 8 Tambakrejo village (source: Google Maps edited by author)



Figure 4. 9 Social forest for Bhakti Alam Lestari based on IPHPS (source: Google Maps edited by author)

The figure 4.7 describes the state forest territory in Tambakejo while the figure 4.8 is the administrative border of the village. The color purple identifies suaka alam area and known as Sempu Island. The hutan produksi area is marked in yellow and the protected forest area is in green. The social forest (figure 4.9) mentioned in IPHPS is categorized as protected forest area that is currently managed by Bhakti Alam Lestari. According to Saptoyo, there is significant difference between the previous agreement with Perhutani and social forest permit, which is in the previous agreement they need to adjust their activities based on Perhutani program, while with IPHPS they can fully realize their own mission into coherent activities. However, Perhutani still has role as supervision over forest utilization plan (RPH). The current institutional arrangement has given Bhakti Alam not only more room to generate innovation in preserving the environment of Sendang Biru but also greater responsibility to envision sustainable development in Tambakrejo.

CHAPTER 5: DISCUSSION AND INTERPRETATION

Sustainable development has been common interest since its first official introduction by Bruntland Commission's WCED report in 1987. However, it is hard to find a definite prescription on how to achieve sustainable development. It is a political concept for its tension between fundamental principles and continuous re-interpretation and adaptation to different social and ecological context (Jordan, 2008). Places have contextual nature with its various socio-cultural and institutional characteristics. Implementing sustainable development requires a more place-based approach by using local resources, people's capacities and the distinctiveness of places (Horlings, 2015). Following this, there is an increasing theory on place-based leadership which could be a possible explanation on how some places develop economically better than the others. This chapter will discuss current theories of place leadership interpretations by reflecting on the case study findings.

5.1 Place-based Leadership in Sendang Biru

It is necessary to situate the practice of place leadership within particular context in order to grasp the understanding on how its contingency affects it. As place-based leadership is contextualism, it concerns on the notions of location, locale and sense of place (Sotarauta, Beer, & Gibney, 2017). This research tries to provide empirical validation by using specific study case that is located in the neighborhood of Sendang Biru in the Island of Java, Indonesia (location). The figure 3.2 provide visual description of the case study area lies in coastal lines of Tambakrejo village, Malang Regency, where most of the local residents are fishermen with its coastal characteristics (locale). There is evidence of local community initiative, named Bhakti Alam, emerged in this neighborhood due to subjective emotional attachments on obstructive environment changes (sense of place).

The findings discover that the local community initiative has initial role of individual leading actor who is willing to recreate environment condition based on his childhood memory and consistently motivate the local people to join. The term leadership is not referring to the typically strong, charismatic leader with a formal position and power, instead of those who are following their inner consciousness and inner values, take responsibility and actions for sustainable development in their own communities (Horlings, 2012). The initiative started from individual mangrove planting in protected forest that suffered deforestation due to illegal logging and land conversion. The idea of mangrove planting came up after experiencing common inconvenience such as water scarcity and declining fish catchment among the fishermen community. The local government members may encounter difficulties engaging with local informal leadership because they are unpaid, unlikely the substantial commitments associated with holding office (Sotarauta & Beer, 2017). On the other hand, the case study has shown intense collaboration between the Marine and Fisheries Agency and Bhakti Alam since the commitment is based

on inner consciousness to preserve the environment. They believe that the current efforts will be pay off in the future through better livability.

In regard of power, Sotarauta (2016) defines leaders into assigned leaders, who have formal position and use formal instrument to do what they are suppose to do, and non-assigned leaders who are willing and able to take leadership position because they feel the needs to take the role. The case study finds a leadership transformation by the leading actor of local initiative community. In the beginning the leading actor worked as non-assigned leader by individual mangrove planting with several people. In order to gain more participants, they joined POKMASWAS as existing community group initiated by the Marine and Fisheries Agency which was not optimally operated. Saptoyo initiatively stepped up as the assigned leader of the POKMASWAS in order to revive it until it turned into independent organization named Yayasan Bhakti Alam Sendang Biru.

According to Wellbrock (2013), a rural area is the outcome of interconnections, relations and joint activities of people from different domains to work together in creating new shared institutions. Collaborations between domains of public administration, everyday life practice and knowledge support structure generate joint learning and innovations for area development. In the case study these domains are represented by the Preservation and Conservation Division of Marine and Fisheries Agency (public administration), Yayasan Bhakti Alam (everyday life practice) and East Java Ecotourism Forum (knowledge support structure). These organization and institution are intensely collaborating in the case study area development. Each domain indicates specific types of leadership which leads to sets of leadership capability activation (see table 5.1).

Table 5. 1 Leadership analysis of the key actors involved

Types of leadership	The domain of the key actor	Activated leadership capabilities through the collaboration inter-domain
<input checked="" type="checkbox"/> Technocrats <input checked="" type="checkbox"/> Network Shuttles/Collaborative <input checked="" type="checkbox"/> Visionary <input checked="" type="checkbox"/> Managerial <input checked="" type="checkbox"/> Operational	'Public administration' the Preservation and Conservation Division of Provincial Marine and Fisheries Agency	<input checked="" type="checkbox"/> Institutional skill <input checked="" type="checkbox"/> Networking skill <input checked="" type="checkbox"/> Socialization skill <input type="checkbox"/> Absorptive skill <input type="checkbox"/> Interpretative skill <input checked="" type="checkbox"/> Strategic skill <input checked="" type="checkbox"/> Excitement skill
<input checked="" type="checkbox"/> Handicraftsmen <input checked="" type="checkbox"/> Network Shuttles/Collaborative <input checked="" type="checkbox"/> Visionary <input checked="" type="checkbox"/> Community <input checked="" type="checkbox"/> Enabling	'Everyday life practice' Yayasan Bhakti Alam Sendang Biru	<input type="checkbox"/> Institutional skill <input checked="" type="checkbox"/> Networking skill <input checked="" type="checkbox"/> Socialization skill <input checked="" type="checkbox"/> Absorptive skill <input checked="" type="checkbox"/> Interpretative skill <input type="checkbox"/> Strategic skill <input checked="" type="checkbox"/> Excitement skill
<input checked="" type="checkbox"/> Network Shuttles/Collaborative <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> Entrepreneurial	'Knowledge support structure' East Java Ecotourism Forum	<input type="checkbox"/> Institutional skill <input checked="" type="checkbox"/> Networking skill <input checked="" type="checkbox"/> Socialization skill <input checked="" type="checkbox"/> Absorptive skill <input checked="" type="checkbox"/> Interpretative skill <input type="checkbox"/> Strategic skill <input checked="" type="checkbox"/> Excitement skill

This research hardly found continuous collaboration between public administration and knowledge support structure. In the frame of complexity leadership, the institutional agency exposes operational leadership by utilizing its formal function to execute programs formulated from higher level (top-down command). On the other hand, EJEJ explores new ideas, innovative solutions, new products and services in leisure attractions which resemble to entrepreneurial leadership. It establishes networking in provincial level by conducting joint learning among various disciplines that concern on environment quality improvement. This association is creating ideal ecotourism that promotes rural sustainability. Nevertheless, the local community initiative in Sendang Biru is demonstrating enabling leadership that engages the other two domains by providing room for discussion in developing the area. The emergence of Bhakti Alam is an adaptive response to embrace environment condition and institutional setting.

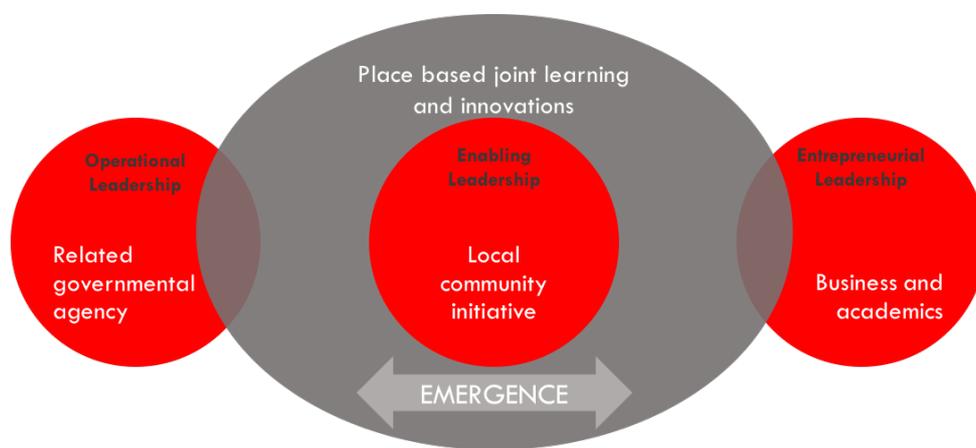


Figure 5. 1 Complexity leadership in Sendang Biru (source: author)

5.2 What Is More Beyond Institutional Settings?

The role of place-based leadership in sustainable development in Sendang Biru has increased to optimizing supportive institutional settings. Place leadership is able to initiate and enable the capacity building to be fitted in institutional setting and make it more supportive to place-based development through expanding 'spiral' of collaboration (Horlings, Roep, & Wellbrock, 2018). The local community initiative has made use of the Environment and Forestry Ministry Regulation No. 39 Year 2017 that regulates permit utilization of state forest (IPHPS) for local community. The current IPHPS seems to be more supportive for Bhakti Alam activities than the previous land use agreement with Perhutani. The IPHPS allows the organization to conduct activities more coherently with their missions of conservation and improve local community wealth through developing ecotourism.

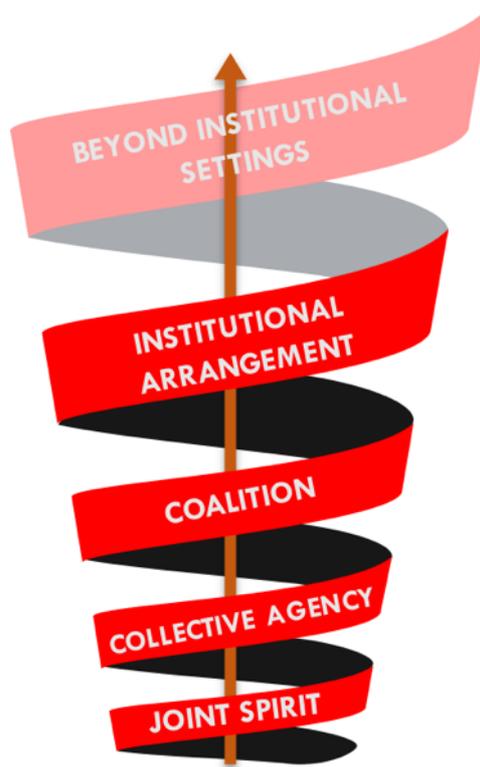


Figure 5. 2 Beyond institutional settings in expanding spiral model (source: author)

During the interview with the leading actor of Bhakti Alam, he was asked for his opinion regarding the current institutional setting, specifically the IPHPS. Saptoyo responded, *“When we talk about policy and regulation; there is no such thing as ideal or perfect regulation. We need to reflect on our own morality and intention in practicing the regulation. Even though the regulation is impeccable, as long as the actors have poor intention it is not going to work. On the other hand, weak regulation with good intention will create a better life. What I have been doing until now is the way I learn about life in a very small scope. The more policy/regulations are released, is the sign that people actions need to be controlled. I want us to be a dignified nation, and it starts from ourselves.”* Long-term commitment towards sustainable development resides within people’s choices, grounded in people’s deepest motivations: human intentionality (Horlings L. , 2015, p. 264). So, what could be more beyond institutional setting that can control human intentions for common future? Place leadership aims to give direction towards enlightenment for certain places to develop. It is successful when every single individual has self-consciousness over their action in being more considerate for the community common future. The less rules and regulations might indicate that the human actions are harmless.

5.3 Research Reflection

This research aims for assessing the role of place leadership in rural area in Indonesia. A case study area, Sendang Biru, is chosen to provide empirical approach on how leadership of the local community initiative could develop its neighborhood sustainably. Literature study has been done in regard of

sustainable development in rural area, as explained in chapter two, discovers that it should be framed in place-based approach and positioned it in a search of institutional arrangement that fits specific issues and situations in specific area. Furthermore, this research elaborates into a place leadership perspective and focuses on the interactions and interdependencies of actors within the case study area. The articles about the leadership forms, types and capabilities are explored in order to grasp understanding on how leadership is important in area development. At the end of second chapter, a theoretical framework is determined to assesses the role of place leadership in Sendang Biru. The theoretical framework was intended to identify which actors really play role in the place leadership and how they perceive each other while collaborating. Finally, the spiral dynamic attempts to describe the process on how the local community initiative influence the current institutional setting.

Collecting data for the case study in Sendang Biru was not always effortless considering the distance barrier. Some of the secondary data including photo documentations can be accessed online, while other documents, such as the village profile document and field observation, was obtained a year before. Using qualitative method also carries both advantage and disadvantage. It allows in-depth and detail information directly from the respondents and flexible improvisation. However, communication barrier hindered some possible resourceful respondents. Some potential respondents, such as the regent of Malang and the village chief of Tambakrejo, prefer to do direct interview rather than video conference communication. The interview with the business practitioner, the owner of Malang Travelista, only succeed answering several interview questions due to his time availability. It will be helpful to visit the case study area in person and do the interview face to face.

The findings shown that the local community initiative has achieved institutional arrangement as officially released of the social forest utilization permit (IPHPS). It is too soon to assume whether this institutional arrangement will be beneficial for the area. Thus, further research over the case study area in the future will add knowledge on how place leadership in Sendang Biru evolve and affect its environmental sustainability.

CHAPTER 6: CONCLUSION AND RECOMMENDATION

As a maritime nation, Indonesia has numerous inhabited coastal areas. These areas have determined peculiar characteristics, both in socio-economic and biophysical aspects. Most of coastal areas in Indonesia are administratively listed as rural. Coastal area is defined as meeting zone between the land and the sea and vulnerable to dynamic physical changes. Its ecosystem provides not only goods, such as fisheries, oil and minerals, but also services namely natural protection towards disaster and leisure (Satria, 2009). As the consequences, increasing number of human activities on coastal area might lead to environmental degradation. Furthermore, environment changes in coastal not only will affect locally but globally in a long term. Sustainable development has been one of the promising solutions to respond to the complexity of the conditions, incorporating more communicative and place-based approaches. Inherently, there is growing theory that leadership might be the missing variable that explains why some places are well-developed while others are not.

6.1 Conclusion

The case study of Sendang Biru, Indonesia, provides empirical understanding on how place leadership performs in practice in order to achieve sustainable development in this area. The emergence of local community initiative in the neighborhood has initial role in directing local residents to rehabilitate their damaging environment. Before discovering the role of place leadership in supporting a community initiative for environmental sustainability in Sendang Biru, the following section will provide explanation for the secondary research questions.

To what extent can place leadership support local community initiatives?

The local community initiative of Yayasan Bhakti Alam Sendang Biru was initiated in response to environmental changes that affect the neighborhood livability. The environmental change was evident by massive mangrove deforestation due to illegal logging and land conversion. Mangrove ecosystem has initial role for balancing marine biodiversity. It also creates habitat for fish and attracts more of them which benefits for most of the local residents whose lives depend on profession as fishermen. To avoid further catastrophic damages, individual mangrove was taken as an immediate action in hopes that the mangrove ecosystem will be restored as it used to be. The initiative of mangrove planting has developed into generating sustainable development for the local community. Place leadership and sustainable development share a concern for location, locale and sense of place. The location represents specific geographic coordinate and physical condition which discover potential resources and institutional barrier in Sendang Biru. The locale is related to the socio-cultural condition in the Javanese coastal neighborhood and how the local people interact with each other. The emergence of local initiatives resembles the sense of place as they are willing to act for preserving the environment due to emotional attachment of condition based on their childhood memories. The local

initiative was involved in conflict with Perhutani, where their activities were misunderstood as illegal trespassing. Regarding this issue, Yayasan Bhakti Alam Sendang Biru was officially established in order to create land use permit for conservation purpose and environmental friendly utilization. The local community initiative has obtained social legitimation which started from a non-assigned leader with no formal role and do things not because they have to do it but the need to preserve the environment. Place leadership not only support local community to achieve sustainable development by concerning in location, locale and sense of place, but also it provides social legitimation to persuade actors from other domains creating joint learning and innovation in Sendang Biru.

What is the role of individual leading actor of Sendang Biru?

Along with their conservation spirit, Bhakti Alam has developed business program through ecotourism. The business programs intend to fund their conservation activities and to educate the local community for being more responsible in managing natural resources. The south coastal of Malang Regency has peculiar characteristics that attracts visitors for leisure purpose. The regional government of Malang Regency has appointed several coastal points to be tourism destination. The coastal points managed by Bhakti Alam as ecotourism has surpassed the listed tourism destination in regional planning document throughout the awards they received in the past two years. The current achievements of Bhakti Alam in conservation activities and ecotourism developments are the results of all the members hard work. However, there is a significant role of individual leading actor performed by Saptoyo, the head of the organization. Not only he started the individual mangrove planting, he also visited most the local residents to discuss the cause of environmental change and persuade them to join the initiative. The simple action of discussing the local issues over and over again was stimulating the local community awareness of their environment. This introduced him to POKMASWAS which was the origin of Bhakti Alam and furthermore EJEJ as a joint learning of individuals and or organizations who concern on ecotourism. He tried to translate his personal motivation and engage local people to join the initiative by doing the individual mangrove planting by himself. The individual leading actor has initial role in activating local initiative in the neighborhood of Sendang Biru and contributes in improving its environmental sustainability.

How is the interaction and interdependency between the main key actors within organizations?

Several scholars, namely Sotarauta (2002), Gupta et al (2013), Hambleton (2015) and Uhl-Bien & Arena (2018), have defined types of leadership which represent how leaders direct according to particular situation and their roles. This research frames the role of the key actors based on the three different domains of everyday life practice (Bhakti Alam), public administration (the Preservation and Conservation Division of Provincial Marine and Fisheries Agency) and knowledge support structure (East Java Ecotourism Forum). Every key actor has given their opinion not only regarding which type of leadership they performed, but also how other actors from different domains performed theirs. The study case has revealed that the interaction and interdependency between the main key actors within organizations are performing various types of leadership. On the other hand, the key actors

from all domains are implementing collaborative leadership which is important to open possibilities in spanning boundaries and to create networking. Furthermore, in the frame of complexity leadership Bhakti Alam plays role in enabling leadership that links the other domains since the local community initiative provides the place-based joint learning to create innovations. In this case, the interaction and the interdependency are centered to the domain of everyday life practice.

How do the key actors collaborate in this area?

The case study found that all the key actors are performing collaborative leadership by constructing collaboration between each other. These collaborations apparently have activated sets of leadership capabilities. Bhakti Alam indicates an enabling leadership and provides place-based joint learning in the neighborhood of Sendang Biru. Therefore, intense collaboration can be found when it involved the local community initiative. The collaboration with the Marine and Fisheries Agency has been going since the organization was known as POKMASWAS, then it became more advance since the agency established the Preservation and Conservation Division. Moreover, the division staff already had personal relationship with the leading actor of Bhakti Alam since he was once a volunteer in Bhakti Alam activities. This personal relationship between them has strengthened the communication as they have similar vision on how conservation activities in Sendang Biru should be taken. East Java Ecotourism Forum is a multi-disciplines discussion platform for individuals and organizations who concern on environment. The collaborations in this forum create innovations in developing ecotourism in rural areas. Ecotourism sites managed by Bhakti Alam even used as ideal model of ecotourism management by EJEJF which make their communication more often. In contrast, collaboration between public administration and knowledge support structure can hardly be found, yet it opens possibilities to collaborate in monitoring the implementation of sustainable development in Sendang Biru.

To what extent can local leadership affect the current institutional setting (or context)?

The expanding spiral model of place leadership explain the stages on how local leadership in Sendang Biru emerged and affected the current institutional setting. The case study found a significant role of individual leading actor that activated the local initiative. This actor is one of the local residents who experiences the common inconvenience caused by the environmental change. It made him easier to invest the shared-vision of environment preservation through constructing good relation between people and discussing the issues in their neighborhood. It needs a long term process and constant effort to raise such joint spirits that aim for a greater good. The next stage after gathering individuals who are eager to make better change, an official collective agency (Bhakti Alam) was established to provide a more directive activity and carry out their missions. Next to that, a coalition networking phase aim for reaching of boundaries to bring in the global knowledge into specific local development in the neighborhood area. Following the exchanged knowledge and experiences, the local leadership had a better understanding of the existing institutional setting and recognize its supportive and obstructive feature. In order to minimize the institutional constraints, Bhakti Alam make use of the latest regulation released by the Ministry of Environment and Forestry to applied for a

social forest utilization permit (IPHPS). The organization has been appointed as local companion for managing the utilization of 893 hectares area and 550 members in the Tambakrejo village. The local leadership in Sendang Biru is able to initiate institutional arrangement that not only give them flexibility to conduct activities coherently with their missions, but also a greater responsibility to envision sustainable development for the whole village.

Based on the answers over the research questions above, place leadership in Sendang Biru has opened up opportunities to develop local potentials. It nourishes the local community initiative with broader knowledge through continuous discussions within and outside the neighborhood. The role of place leadership in supporting a community initiative for environmental sustainability in Sendang Biru is providing directive innovations through place-based joint learning of multidiscipline actors and domains. The leading actors are required to administer collaborative leadership in order to broaden boundary spanning and persuade exogenous expertise involved. An intense collaboration activates leadership capabilities and create innovations, in this case sustainable development in Sendang Biru. Furthermore, place leadership can identify whether current institutional setting is supportive or constrained, then make use of it for area development purpose in an institutional arrangement. Nevertheless, the existence of local leading actors is vital because they represent local inhabitants so that easily engage them and considered as local knowledge experts. The local leading actors should have inner motivation since such sustainable development is a long term ambition that requires consistency overtime.

6.2 Recommendation for Future Research

Sustainable development in rural areas in Indonesia seems to be less prioritized. However, considering the large amount of rural areas all over the country, which are potentially neglected, will simultaneously affect surrounding livability. Although sustainable development needs a more place-based approach, development planning should not only focus on place and time specific, but also its actors (human resources) within it. Thus, place leadership should be given more acknowledgement as it plays role in activating local community initiative to contribute developing their area. Furthermore, examining the interactions and interdependencies between leading actors can also be complemented by determining how the local community perceive the leadership through focus group discussion for instance. The guidelines for the key questions needs to be improved according the latest situation progress of the case study area. Lastly, the future research needs to consider not only actively involve leading actors but also other potential actors that could advance the place-based joint learning and innovations.

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APPENDIX - 01

List of Respondents

Domain	Respondent
Everyday life practice	1. Saptoyo – The Head of Yayasan Bhakti Alam Sendang Biru
Public administration	1. Anthon Andrimida – Supervision Manager in Preservation and Conservation Division of Provincial Marine and Fisheries Agency
Knowledge support structure	1. Agus Wiyono – The Coordinator of East Java Ecotourism Forum (EJEF) 2. Tri Sulihanto Putra – The Owner of Malang Travelista

APPENDIX - 02

Interview Questions

	Everyday life practice (local civic initiative)	Public administration (government/ministry agency)	Knowledge support structure (academic/NGOs/private)
Introductory	<ol style="list-style-type: none"> 1. Can you tell me about local civic initiative Bhakti Alam Sendang Biru? 2. How do you perceive sustainable development in rural area? 3. How is this civic initiative contribute to sustainable development in its local area? 	<ol style="list-style-type: none"> 1. What do you know about local civic initiative Bhakti Alam Sendang Biru? 2. What is your opinion regarding current sustainable development in rural area? 3. How is this civic initiative contribute to sustainable development in its local area? 	<ol style="list-style-type: none"> 1. What do you know about local civic initiative Bhakti Alam Sendang Biru? 2. What is your opinion regarding current sustainable development in rural area? 3. How is this civic initiative contribute to sustainable development in its local area?
I – dimension	<ol style="list-style-type: none"> 1. How does the initiative emerge? 2. Why and when did you get involved in the initiative? 3. What is your role in this initiative? Do you see yourself as initiator or leader? 4. If yes, can you describe what kind of leader you are? 5. What motivates you to be part of the initiative? 6. What is your ambition? What kind of benefits do you expect from your involvement? 	<ol style="list-style-type: none"> 1. What do you think makes this initiative emerge? 2. How do you involve in the initiative? 3. What is your role in this initiative? Do you feel like practicing leadership? 4. If yes, can you describe what kind of leader you are? 5. What motivates you to be part of the initiative? 6. Does your institution have any ambition? What kind of benefits do you expect from your involvement? 	<ol style="list-style-type: none"> 1. What do you think makes this initiative emerge? 2. How do you involve in the initiative? 3. What is your role in this initiative? Do you feel like practicing leadership? 4. If yes, can you describe what kind of leader you are? 5. What motivates you to be part of the initiative? 6. Does your institution/company have any ambition? What kind of benefits do you expect from your involvement?
IT – dimension	<ol style="list-style-type: none"> 1. Who are actively involved in this civic initiatives? 	<ol style="list-style-type: none"> 1. How do you actively involve in this civic initiatives? 	<ol style="list-style-type: none"> 1. How do you actively involve in this civic initiatives? 2. How do you work in practice

	<ol style="list-style-type: none"> 2. How do you work in practice together? 3. How do you approach them in getting involve? (strategy to engage them) 4. Is there any media (regular meeting/schedule d event) you use to communicate with them? 	<ol style="list-style-type: none"> 2. How do you work in practice together with the initiative organization? 3. How is the process of engagement between your institution and this organization? 4. Is there any media (regular meeting/schedul ed event) you use to communicate with them? 	<ol style="list-style-type: none"> 2. How do you work in practice together with the initiative organization? 3. How is the process of engagement between your institution/company with this organization? 4. Is there any media (regular meeting/scheduled event) you use to communicate with them?
WE – dimension	<ol style="list-style-type: none"> 1. What strategy you use to communicate with the key actors involve? 2. How do you perceive other actors perform their leadership? 3. Which types of leadership and capabilities do you think they have? 4. How do you describe the collaboration between these actors? 5. What outcome/achievement is realized from this collaboration? 	<ol style="list-style-type: none"> 1. How do you communicate with the key actors involve? 2. How do you perceive other actors perform their leadership? 3. Which types of leadership and capabilities do you think they have? 4. How do you describe the collaboration between these actors? 5. What outcome/achievement is realized from this collaboration? 	<ol style="list-style-type: none"> 1. How do you communicate with the key actors involve? 2. How do you perceive other actors perform their leadership? 3. Which types of leadership and capabilities do you think they have? 4. How do you describe the collaboration between these actors? 5. What outcome/achievement is realized from this collaboration?
THEY - dimension	<ol style="list-style-type: none"> 1. How are you dealing with different institutions? 2. What kind of innovation do you want to realize from this local civic initiative? 3. Is there any relevant policies you might find as constraints/oppor tunities? 4. What kind of institutional 	<ol style="list-style-type: none"> 1. How are you dealing with different institutions? 2. What kind of innovation do you want to realize with this local civic initiative? 3. How do you think current policy related to this initiative? 4. Do you think it is necessary to 	<ol style="list-style-type: none"> 1. How are you dealing with different institutions? 2. What kind of innovation do you want to realize with this local civic initiative? 3. How do you think current policy related to this initiative? 4. What is the ideal institutional setting

setting do you
expect to support
the initiative?

create new
institutional
setting to support
local civic
initiative?

to support local
civic initiative?
