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MORALITY BEFORE KNOWLEDGE

OVOL (one village one link): A rural development initiative based on cultural technology district model to address employment disparities through a community-based approach for social and economic sustainability

Sessa Tiara Maretaniandini[1,*], Ricky Dina Rajendra[1], Zalfa Aura Tsabita[1]
[1] *Keuangan Negara STAN, South Tangerang, 15222, Indonesia*
*Correspondence: 4121220293_sessa@pknstan.ac.id

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ABSTRACT

Background: Villages are the foundation of sustainable development, encompassing both physical and non-physical potential that can drive national economic growth and the achievement of Sustainable Development Goals (SDGs) goals 8 and 10. With 83,971 villages in Indonesia, these rural areas contribute significantly to the country's development, contributing 74% to the achievement of national SDGs. However, employment gaps between villages and cities still remain, such as lack of access to employment opportunities, wage gap, and skill gap. This is exacerbated by the demand-supply of labor mismatch and various existing employment policy challenges. **Methods**: This research used a literature study approach by reviewing various sources from academic journals, official reports, statistics reports, and books relevant to employment disparity problems, previous policies implemented, best-practice, and the Hexa Helix stakeholders as the main actors. Analysis was conducted through a thematic approach to the relevant literature, which was then synthesized to develop a comprehensive solution in order to address employment disparities in Indonesia. **Findings**: The One Village One Link (OVOL) program: (1) digital center community-based approach, (2) rural development framework, and (3) rural digital center is initiated with the aims to address this gap by promoting integrated development in villages. By utilizing the unique physical and non-physical potential of each village, OVOL seeks to create rural jobs, reduce wage and skill gaps, and promote inclusive rural economic growth. **Conclusion**: Through a holistic approach, One Village One Link (OVOL) comes as an innovative solution to overcome employment disparities problem by empowering local potential using the Cultural Technology District (CTD) Model. **Novelty of This Study:** OVOL serves as comprehensive solution in addressing employment disparities in Indonesia villages, integrating cultural and technological aspect with Cultural Technology District (CTD) Model as the best-practice through community based approach.

KEYWORDS: villages, SDGs, employment disparities, rural.

1. Introduction

"Villages are the spearhead of the government in sustainable development" (Kumolo, 2021). Villages are defined as areas that embody the interaction of physiographic, social, economic, political and cultural elements. These mutually acculturated elements give rise to the uniqueness of the village. As a result, villages have two types of potential, namely physical potential (natural resources, human resources, and territoriality) and non-physical

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potential (social patterns and community institutions) (Yunita et al., 2021). In addition, Indonesia has 83.971 villages (BPS, 2024). According to the Minister of Villages and PDTT (2021), the contribution of villages to the achievement of national SDGs is around 74 percent. This percentage makes villages take an essential part in achieving the nation's economic growth as well as the Sustainable Development Goals.

Table 1. Indonesia's rural-urban employment disparities in 2023

No	Indicator	Region	
		Rural	Urban
1	Open Unemployment Rate	3.88%	6.40%
2	Proportion of Poor Population	11.79%	7.09%
3	Poverty Depth Index	2.03%	1.16%
4	Average Hourly Wage	IDR 14.101	IDR 21.483

(BPS, 2023)

Despite the abundance of human, regional, and socio-cultural resources, the active role of villages in achieving the 2030 SDGs, especially goals 8 and 10, is not as smooth as expected. Villages are still experiencing the phenomenon of employment disparities. This phenomenon is manifested through the paradox of the number of unemployed people and the level of welfare of rural and urban residents (Table 1). When compared to urban areas, the Open Unemployment Rate (TPT) in rural areas is lower. However, with a large gap in the wages of rural and urban workers, there are more poor people in rural areas than in urban areas. In fact, not only is there more rural poverty than urban poverty, but the depth and severity indices are also higher. Thus, the current reality has not been able to inspire the true potential of rural Indonesia.

Previous research found a strong correlation between the large number of unemployed people in villages and the unrealized potential of villages (Amini, 2018; Hidayah et al., 2019; Nikmatul et al., 2018). Village communities tend to encounter obstacles in the most essential stage, namely the identification and/or development of superior potential owned by the village (Herawati et al., 2020; Kenangkinayu & Asyaiwati, 2022). This condition is exacerbated by the lack of knowledge and skills and access to capital and resources (scarcity of capital and resources) (Amini, 2018; Sarinah et al., 2019; Tewu, 2015). The problems that occur are also motivated by the coordination failure of village institutions (Fitria & Wibisono, 2020; Niati et al., 2019). The series of problems then become a vicious circle that exacerbates employment disparities in rural Indonesia.

In response to this employment problem, the government, especially through the Ministry of Manpower, has launched an innovation through the SiapKerja website. Although it provides comprehensive training, SiapKerja does not reach the workforce in Indonesia, especially in villages. Not only that, employment programs by other Ministries/Institutions tend to target young people only. In fact, unemployment is spread across various age ranges. As a result, alternative solutions are needed immediately to resolve this employment disparities problem. The theory of Development Economics finds alternative solutions to absorb excess supply of labor by diverting it to the informal sector (Todaro & Smith, 2020). Based on this theory, the author initiated One Village One Link (OVOL) as a program that integrates aspects of local wisdom and technology to solve the problem of employment disparities in Indonesia. OVOL will be implemented using a community-based approach that also emphasizes synergy between hexahelix stakeholders. This research will futher elaborate about the practical benchmarking model of OVOL, OVOL's concept, and market mapping.

1.1 The paradox of urbanization and capacity limitations: bridging the labor market gap through the informal sector

Rural-to-urban migration was initially seen as a positive step in economic development, in line with the Harris-Todaro theory which emphasizes that migration is a rational decision

based on expectations of wage differentials between villages and cities (de Haas, 2021; Todaro & Smith, 2020). This theory illustrates that many people from villages choose to move to cities because of the expectation that they will earn higher wages and have better access to social services. In addition, since migration decisions are based on wage expectations rather than actual wages, more people are attracted to move, despite rising urban unemployment (Todaro & Smith, 2020). This phenomenon supports the view that rural-urban imbalances in employment opportunities and access to services are the main drivers of excessive migration. Furthermore, BPS data (2024) shows that the poverty rate and poverty depth index in rural areas are higher than in urban areas *(Table 2)*, reflecting the persistence of inequality and driving further migration.

Table 2. Poverty rate and poverty depth index by region in Indonesia

No.	Percentage of Poor Population (P0) by Region		Poverty Depth Index (P1) by Region	
	City	Village	City	Village
Semester 1 2024	7.09%	11.79%	1.1	1.98
Semester 1 2023	7.29%	12.22%	1.16	2.03
Semester 1 2022	7.50%	12.29%	1.19	2.13
Semester 2 2022	7.53%	12.36%	1.16	2.11

(BPS, 2024)

In addition, the Harris-Todaro theory (Fig. 1) uses a generalized model to explain migration from rural to urban areas, where two types of employment in the city are considered: formal and informal (Todaro & Smith, 2020). Income from the informal sector (WT) is multiplied by the probability of receiving such income, which is (1 - LM/LUS). Here, LM is the number of workers in the formal sector and LUS is the total number of workers in the city. Then, (1 - LM/LUS) is the probability of not getting a job in the formal sector, which means that the individual works in the informal sector. So, if someone does not get a job in the formal sector, they will look for a job in the informal sector and the expected income from this informal job becomes part of the expected total income (Todaro & Smith, 2020).

$$W_A = \frac{L_M}{L_{US}}(\bar{W}_M) + (1 - \frac{L_M}{L_{US}})(W_T)$$

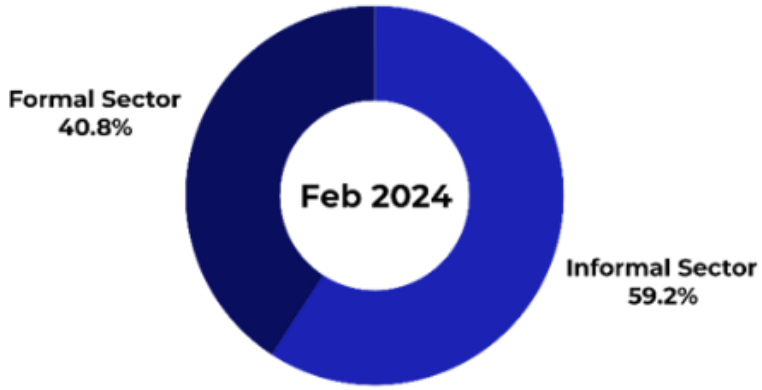
Fig. 1. Generalization of the Harris-Todaro theory model
(Todaro & Smith, 2020)

This condition reflects a structural imbalance between labor demand and supply, where the formal sector is unable to absorb all incoming labor, pushing many workers into the informal sector (Fig. 2). The informal sector then becomes a large 'absorber' of labor, albeit with lower wages and job security. This condition is also supported by the excess of labor supply theory which explains that the informal sector develops as a response to the limitations of the formal sector in absorbing excess labor (Nurhadi & Widyawati, 2019). This condition clarifies the need for pushing the supply of labor to the informal sector to absorb workers who cannot enter the formal sector.

In addition, low wages in the village are a driving factor for migration (Zulfan Fikriansyah & Aan Julia, 2023). However, for those who choose to stay in the village, the informal sector can create job opportunities that are in line with their skills, for example by working in subsistence agriculture or other informal businesses. In the context of rural development, directing the workforce to work in village-based informal sectors, such as sustainable agriculture, local crafts, or village tourism, can create alternative sources of livelihood. Skills upgrading programs for village workers, for example, can narrow skill gaps and make workers better equipped to compete in more productive sectors.

The development of new sectors in villages is also important so that villages do not only supply labor to cities, but are also able to provide adequate employment opportunities. In

addition, this approach can be supported by sustainable development theories, such as the Big Push Theory, which emphasizes that massive investment in rural areas can create a positive economic multiplier effect that can reduce inequality between regions and restrain the rate of migration to cities (Farhan et al., 2020).



Data as of February 2024		
Number of labor force	Number of productive ages	Number of main jobs
149,373,908	213,997,845	142,179,046

Fig. 2. Percentage of workers and comparison demand supply of labor (BPS, 2024)

Encouraging the informal sector in villages also has the potential to reduce the dependence of rural communities on cities as a source of employment (Wiggers & Sudibia, 2015). This can be done by facilitating skills development, access to business capital, and infrastructure that supports the informal economy in rural areas. This approach is in line with dual economy theory, which recognizes that the informal sector plays a crucial role in absorbing surplus labour. By strengthening the informal sector in villages, economic inequality between regions can be reduced as well as providing a more stable alternative for labor that is not absorbed in the urban formal sector (Skott, 2022).

1.2 Mapping the physical and non-physical potential of villages: pillars of economic sustainability

1.2.1 Physical and non-physical potential of the village

The physical potential of villages includes rich natural resources such as agricultural land, forests, and rivers. With more than 83,000 villages spread across Indonesia, each village has unique resources that can be optimized to improve the local economy. For example, villages in rural Java are known for their fertile land that supports rice farming activities, while villages in Sumatra have forests and land for palm oil and rubber plantations. These resources can be the basis for developing village superior products that not only improve welfare, but also encourage economic diversification (Yunita et al., 2021). Furthermore, based on BPS village potential data (2021), the potential of natural resources owned by villages in Indonesia can make a major contribution to regional development if utilized optimally.

The non-physical potential of villages includes distinctive socio-cultural elements, such as local wisdom, strong social networks, and village institutions such as Village-Owned Enterprises (BUMDes). Local wisdom can play an important role in the development of culture-based tourism, such as traditional ceremonies, handicrafts, or traditional culinary. On the other hand, BUMDes serves as an entity that can manage village assets and provide employment opportunities for the community. It also facilitates investment in economic sectors that are not yet covered by the market. According to Yunita et al. (2021), an effective BUMDes is able to drive the village economy independently and support sustainability, although many are still not optimal in their management. Institutions such as BUMDes have

also been proven successful in creating new jobs for rural communities and increasing local income (Fatihuddin Isa et al., 2024).

The combination of a village's physical and non-physical potential presents a great opportunity to build a sustainable village. Villages with agricultural potential can strengthen their economy by integrating local wisdom and processed agriculture-based products into a wider market. Non-physical potentials such as gotong royong, which is still strong in village communities, can support collective efforts to preserve local nature and resources. The synergy between the two can strengthen village competitiveness and reduce dependence on the urban sector, which in turn can reduce regional disparities (Amini, 2018).

1.2.2 Structural obstacles in rural development: achieving hampered welfare

In solving problems related to employment disparities in aggregate, the Ministry of Manpower has actually launched the SiapKerja website. This website is equipped with features such as SkillHub (job skills training), KarirHub (job vacancy information), BizHub (independent workforce business development), and TalentHub (entrepreneurship development). However, this innovation still has several problems as follows in Table 3.

Table 3. SiapKerja's features and weaknesses

No	Features Name	Weaknesses
1	SkillHub	a. Some programs have minimum age and education thresholds b. Online programs: practical skills constraints c. Programs are held offline: only certain regional BLKs organize the program d. The curriculum is not comprehensive because it focuses only on the content of the material rather than the most optimal delivery method
2	KarirHub	a. Job vacancies focus on the formal sector b. There is a minimum education threshold in applying for a job which is usually S1
3	BizHub	a. Program focus only on young entrepreneurs b. Non-comprehensive curriculum
4	TalentHub	a. Limitation of classes and programs to certain geographical areas only b. Non-comprehensive curriculum

(SiapKerja, 2024)

Despite providing comprehensive training, SiapKerja does not reach out to the workforce in Indonesia, especially in rural areas. Not only that, the job vacancy information offered tends to only target the formal sector. In fact, there is an excess supply of labor when compared to the demand for labor in the formal sector (BPS, 2023). Not to mention, some programs offered also have a minimum education threshold and a certain age range. Meanwhile, the education level in villages is dominated by elementary school graduates and the unemployed are spread across various age ranges.

Handling employment disparities has also been carried out by other Ministries/Institutions, especially through the Young Entrepreneur program. However, this program encounters the same obstacles as the Ministry of Manpower's SiapKerja program, which focuses on certain age ranges only. In addition, such programs are less than optimal because there is no conducive entrepreneurial climate, resulting in fewer participants (Prastio et al., 2023). This is also exacerbated by the lack of empowerment and mentoring, resulting in a lack of entrepreneurial interest among rural communities (Helmayunita et al., 2024; Prastio et al., 2023).

Furthermore, in a smaller scope, the Job Training Agency (BLK) as an extension of the Ministry of Manpower has also not been able to show optimal performance in addressing employment disparities (Ernawati & Suyantiningsih, 2020; Jaelani, 2023). Problems related

to BLK include a curriculum that does not keep up with the times and socialization that has not touched rural communities (Ernawati & Suyantiningsih, 2020; Indrianingrum et al., 2023). The socialization of job training information carried out by BLK is not optimal so that rural communities do not know what the job training program is, its essence and mechanism (Kusnadi et al., 2021).

The problems that occur in this existing policy are also exacerbated by the lack of institutional capability at the village government level. From the village government side, the government tends to use village funds for egocentric projects rather than labor-intensive projects that can absorb labor (Dilago et al., 2018). Furthermore, in terms of BUMDes, the human resource capacity of managers is still 11 lacking so that the identification and development of leading sectors in overcoming employment disparities is not optimal (Pakamundi, 2022). Finally, in terms of Village Cooperatives, access to capital has not been able to be provided optimally due to the human resource capacity and management of village cooperatives that require upskilling (Wetina et al., 2021).

1.3 Towards employment equality: addressing the skills and wage gap between rural and cities

Employment disparities that occur between rural and urban areas in an empirical perspective explain that there are several main obstacles. Some of them are lack of access to employment disparities. The wage gaps between rural and urban areas, and skill gaps in rural-urban communities.

These obstacles seem to need to be overcome with a variety of comprehensive recommendations. It is such as the development of local job markets, the establishment of dual-view digital centers, the implementation of rural development curriculum, incentives for employers and rural investment, as well as campaigns and skills training. Further elaboration is explained through the issue tree analysis which can be seen in Figure 3.

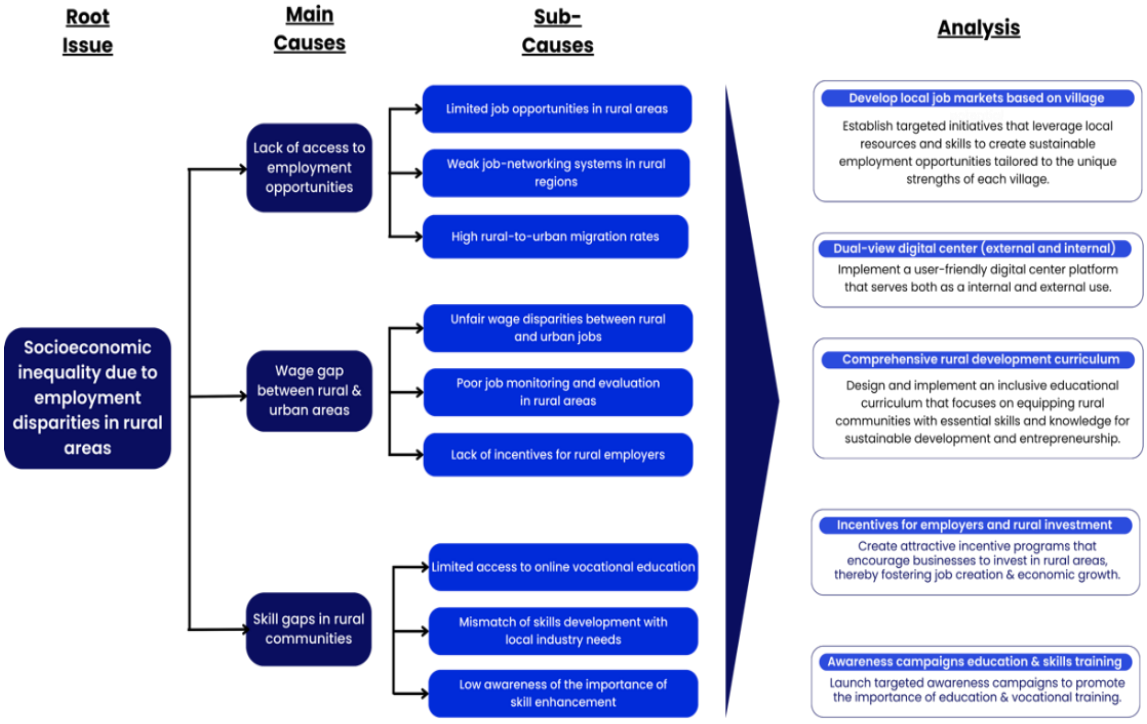


Fig. 3. Issue tree analysis

2. Methods

This study uses a qualitative method with a literature study approach. Literature study is a search for library research from various journals, books, and other articles in order to

form another writing on the topic raised. The goal is to get a strong foundation to build a new, comprehensive framework of thinking related to an issue (Fajar & Aviani, 2022). This research employed the literature study method, focusing on relevant and credible sources from various academic journals, official reports, statistics reports, and books related to employment disparities problems.

The first stage involved identifying the research topic, specifically the employment disparities problems within Indonesia's villages and previous policies aimed to address it. Subsequently, an extensive literature review was performed utilizing academic databases alongside official publications from the Indonesian government and related institutions. The selection criteria emphasized relevance to the research topic, the quality of the journals, and the timeliness of the information, with a focus on sources published within the past decade. This methodical approach provided a robust basis for the study, enabling a comprehensive investigation of the subject matter.

The next phase of the research focused on collecting and analyzing secondary data, including laws, regulations, scientific articles, and global best-practice reports on employment disparities. This analysis aimed to identify gaps and opportunities in existing studies and policies, emphasizing the potential of villages in addressing these disparities. By integrating diverse perspectives from the literature with practical policy implementation, the findings were organized into a narrative combining theoretical insights, empirical evidence, and best practices. The study ultimately provided actionable recommendations for integrating cultural and technological aspects within villages to achieve the SDGs 2030, offering strategies to guide policymakers and stakeholders in optimizing village potential in Indonesia.

3. Results and Discussion

3.1 Cultural technology district (ctd) model: a benchmarking approach

Local wisdom can act as a strategic factor for a country's economic competitiveness (Solehudin et al., 2022). The Faro Convention (in Pietro et al., 2024) states that the value and potential of the cultural heritage, if adequately managed as a resource, is the key element for the lasting development and for the quality of life in a society in continuous evolution. The development of local wisdom encourages the improvement of the region's welfare through job creation, increased inward investment, and improved human resources (Laksmi & Arjawa, 2023; Mustion et al., 2023; Nugraha et al., 2019).

In ensuring that wisdom development is optimized, the cultural district model is important. Cultural district is an area that is concentrated for the development of local wisdom (Mass Cultural Council, 2024). In line with technological developments, there is a fusion between the cultural district and technology district models (Pietro et al., 2024). A technology district is configured as an engine of economic growth and competitiveness of a territory, and it triggers processes for the valorization of the knowledge heritage through a link between scientific research and the development of the local territory (Pietro et al., 2024).

The competitive advantage of this model is the development of technological innovations that target social inclusion and incentivize transfer of knowledge. With technology, communities can access capital more easily, diversify R&D activities, and make continuous improvements to the development of local wisdom (Wiratman et al., 2024). Thus, the CTD Model is a proactive and propositional instrument, in achieving economic goals and developing new competencies and knowledge based on local wisdom (Fig. 4).

In the process, the CTD Model emphasizes the importance of synergy between stakeholders to have a commitment to regional development based on local wisdom and technology. Empirically, the CTD Model has been applied in Italy. One of the CTDs, namely the Technology District for cultural heritage and activities of Lazio, successfully contributed 1.1% of Italy's GDP. In addition, the application of the CTD model has shown positive

impacts in countries around the world, such as the United States, Hong Kong, and the United Kingdom (Texas Cultural, 2023).

Mathematical equations, variables, and anything representing a value should be italicized. Formulae should be numbered consecutively throughout the manuscript as Eq. 1. In cases where the derivation of formulae has been abbreviated, it is of great help to the reviewers if the full derivation can be presented on a separate sheet (not to be published). Formulae should be centered and numbered. In this case the number will appear in the right margin.

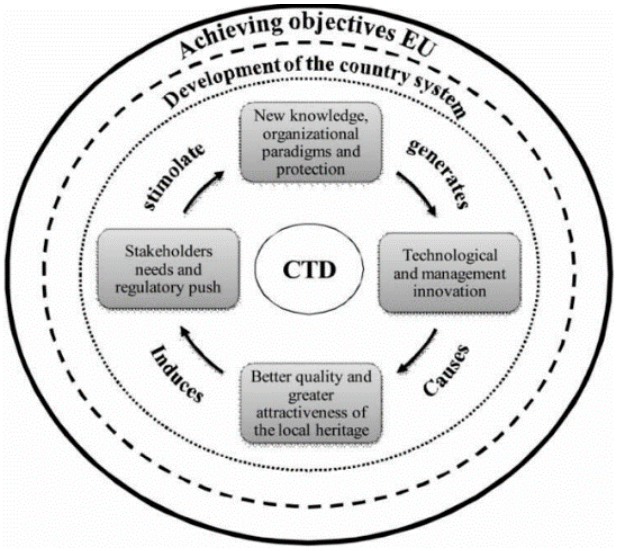


Fig. 4. Virtous circle ctd model
(Petro et al, 2014)

3.2 One village one link (OVOL): An initiation digital center

By carrying out the CTD Model, OVOL comes as a comprehensive mechanism to ensure that villages in Indonesia can optimize their local potential by utilizing existing technological advances. In general, OVOL will consist of 3 recommendation components, namely (1) digital center community-based approach, (2) rural development framework, and (3) rural digital center platform (Fig. 5). With the implementation of these three recommendations, OVOL can bridge villages to become independent villages so that local economic growth can increase significantly and the rural employment gap can be resolved.

The first recommendation, the digital center community-based approach, is a community that involves various parties in a village to jointly become the main stakeholders in the implementation of the OVOL program. This community consists of a special unit in the village government (as the coordinator), which collaborates with several external parties, such as youth organizations (karang taruna), SDGs Ambassadors, BUMDes, village cooperatives, and local village communities. This community will later implement the other 2 recommendations, such as conducting activities in accordance with the rural development framework and operating the rural digital center platform.

The second recommendation is the rural development framework. This recommendation is a framework or curriculum that guides a village in optimizing its local potential, from potential analysis to evaluation and control. This rural development framework uses the ADDIE model which consists of (1) analysis, (2) design, (3) development, (4) implementation, and (5) evaluation and control. With the existence of coherent and comprehensive steps, the efficiency and effectiveness of villages in developing their local potential can be optimized. In addition, this framework will be equipped with key performance indicators as a material for continuous improvement.

The third recommendation, the rural digital center platform, is a recommendation that includes the technology aspect in OVOL as a CTD Model. This platform is used as a tool for

the digital center community-based approach (first recommendation) in implementing the rural development framework (second recommendation). The rural digital center platform is a website that will have a dual-view, namely an external view that will be used by tourists, consumers, and other outside parties, and an internal view that will be used by the digital center manager itself. With inclusive collaboration, OVOL can be a weapon to combat employment disparities that have been felt by rural communities.

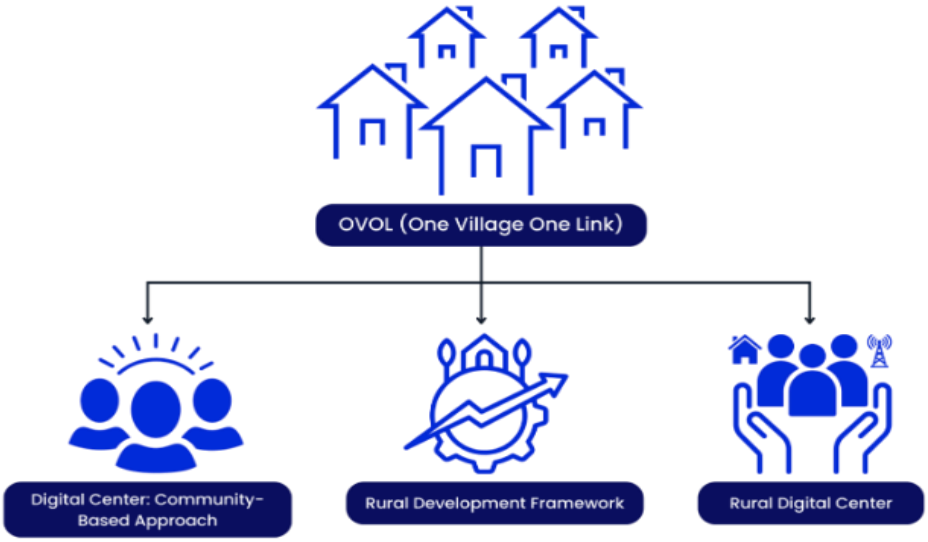


Fig. 5. General concept of ovol
(Petro et al, 2014)

3.2.1 Digital center: community-based approach

Digital Center in One Village One Link (OVOL) concept is a community initiative that focuses on empowering village communities through cross-sector collaboration, by involving various elements of the community in the management and implementation of the digital center. The Digital Center focuses on technology- based facilities designed to support economic, educational, and social development in the village through the use of digital technology. The Digital Center serves as a hub or service center that provides access to the internet, digital training, job and internship information, and various other digital services, which aim to optimize local rural potential and accelerate village development.

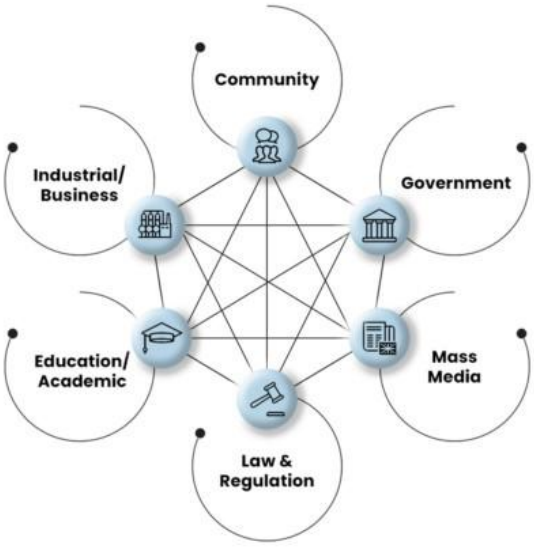


Fig. 6. Hexahelix stakeholders

This approach aims to ensure that the entire process of village digitalization is not simply top-down (from the government), but is inclusive and participatory with local communities as the main actors. OVOL implementation involves hexahelix synergy consisting of 6 main actors, namely government, industry, academia, media, society, and related regulations (Fig. 6) (Anisykurlillah, 2023). Each stakeholder has its own role as listed belows in Table 4.

Table 4. Stakeholders involved

Related Stakeholders	Effort Made
Government	
Rural Government	• The main user in the operation of OVOL and plays a role in socializing the use of the OVOL concept to related stakeholders • Implementing the curriculum according to the stages • Forming a special working group to implement the curriculum and operation of OVOL • Allocating village budgets to support OVOL activities • Utilizing strategic instruments, policies, and regulations to support rural economic development
Ministry of Labor	• Providing online vocational training that is relevant to needs through the SiapKerja platform which has been further developed to ensure the improvement of local workforce skills • Socializing the use of the OVOL concept to the wider public • Establish regulations and provide incentives related to the use of the OVOL concept
Job Training Center (BLK)	• Providing digital skills and entrepreneurship training for rural communities through workshops and project-based learning • Collaborating in the OVOL program as a provider of skills training
Industry	
Local Enterprises	• Becoming a strategic partner in local product development to support village branding • Providing access for skill gaining participants to do internships in their industry • Understanding and participating in supporting OVOL's strategy • Capturing government incentive opportunities to transform • Collaborating as a driving force for the economy
Rural Owned Enterprises (BUMDes)	• Becoming a facilitator in marketing and product development together with village communities and local industries
Rural Cooperative	• Providing financial and capital services to local industries
Private Enterprises	• Conducting Corporate Social Responsibility programs that support the development of local industries, such as mentoring
Academia	
Experts	• Conducting research and development related to OVOL implementation • Providing voluntary consultation and assistance to villages • Conceptualizer, educator, and analyst • Refine future strategies and evaluate existing strategies based on scientific studies
Students	• Conducting community service activities related to the implementation of OVOL • Conducting research studies as a basis for improving and updating the OVOL program
Duta SDGs	• Building networks with various stakeholders to support OVOL • Conducting socialization and education to villages regarding the implementation of OVOL and its curriculum

Community	
Rural People	• Actively participate in various OVOL activities • User, implementer, and collaborator • Facilitate the realization of the program while acting as a whistleblower for implementation and providing input • Educate yourself about the program and its benefits
Local Communities (Example: Farmer Group, Batik Artisan Community)	• Developing creative products based on local potential • Building a joint brand for local product promotion
Youth Organization (Karang Taruna)	• Facilitating village youth to be actively involved in OVOL curriculum implementation activities • Socializing and educating the community regarding the OVOL program
Media	• Disseminating information about OVOL to the wider community • Conducting coverage of OVOL activities to increase public awareness • Promoters, advocates, and publicists • Supporting publications and information about the concept, essence, and benefits of the OVOL program to the wider community
Regulation	• Audit and evaluator materials • Provide legal certainty for all stakeholders • Adapt to technological developments and new business models to ensure suitability and relevance • Draft regulations that support the development of independent villages based on local potential

3.2.2 Rural development framework

The framework for village development to resolve employment disparities is based on the ADDIE model. The ADDIE model: Analyze, Design, Develop, Implement, and Evaluation, is a cyclical skills development model in which each stage consists of an evaluation process followed by further analysis (Swanwick, 2018). The ADDIE model is the most fundamental Instructional Design (ID) model.

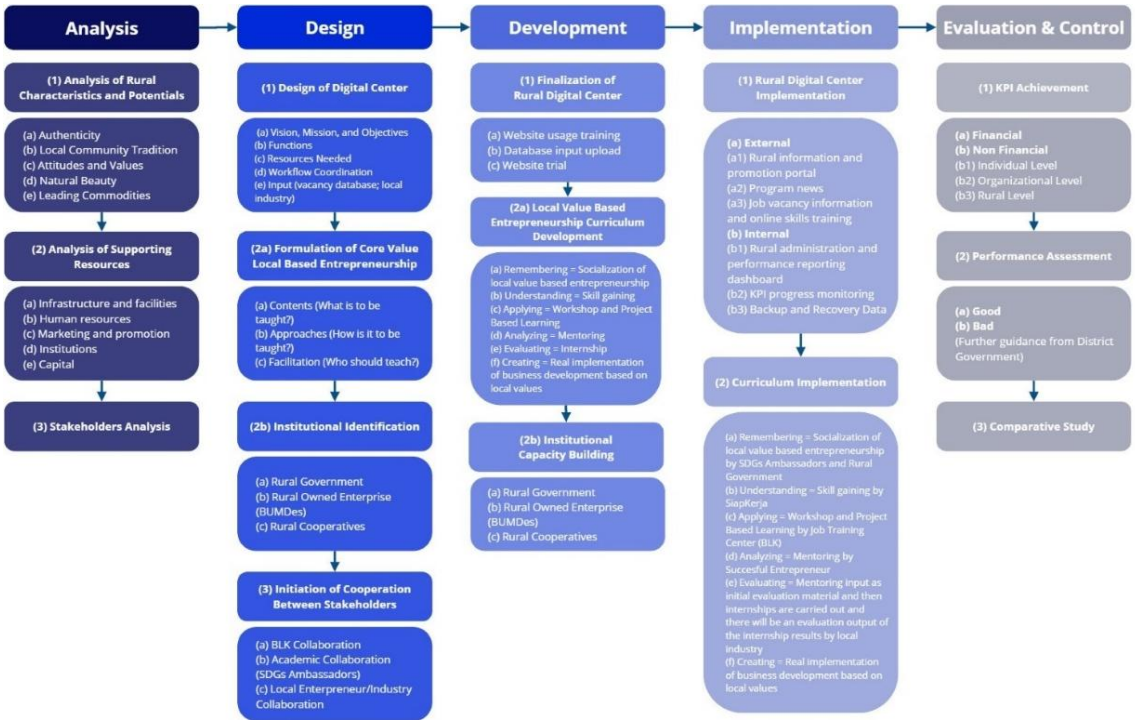


Fig. 7. Rural development framework

3.2.2.1 Analyze and design

The Analyze stage is conducted as a basis for developing optimal programs for villages in Indonesia that have different potentials. The current obstacle to village development is the identification of its superior potential (Herawati et al., 2020; Kenangkinayu, 2022). For this reason, the framework provides guidelines related to the identification of superior potential, including authenticity, local community traditions, natural beauty, attitudes and values, and commodities (plantation/fishery/forestry) (Nurlaela, 2018).

Furthermore, the identification of supporting resources is carried out to ensure that the development of superior potential can be carried out optimally. The identification of supporting resources consists of infrastructure, human resources, marketing, institutions, and capital (Komariah et al., 2018). Finally, stakeholder identification is a vital step in determining the real actors in the realization of superior potential development and supporting resources (Susilo & Erawati, 2016).

Fig. 8. Core values entrepreneurship development
(Azim & Kahtani, 2015)

The Design stage is carried out by formulating the basic strategic management of a local wisdom-based village that follows the Cultural Technology District (CTD) model (Swanwick, 2018). Furthermore, considering the problem of the lack of knowledge and skills of villagers related to entrepreneurship based on local wisdom, the formulation of core values that need to be achieved in entrepreneurship learning is carried out following Fig. 8 (Azim & Kahtani, 2015). The results of stakeholders' analysis also show the existing problems in village institutions so that it is necessary to identify vital actors in the development of CTD in Indonesian villages (Fitria & Wibisono, 2020; Niati et al., 2019).

3.2.2.2 Development, implementation, and evaluation & Control

The Develop stage focuses on developing the learning model/finalizing the idea (Swanwick, 2018). In developing a local wisdom-based entrepreneurship learning model, core values are developed based on Bloom Taxonomy which consists of Remembering, Understanding, Applying, Analyzing, Evaluating, and Creating (Wahab & Varbi, 2017). Based on Bloom Taxonomy, learning activities are carried out in stages with various types of learning methods.

The Implementation stage will focus on the real elaboration of the learning/finalization that has been done at the Develop stage. At this stage, the Digital Center is functionally elaborated for external and internal stakeholders. On the other hand, the local wisdom-based entrepreneurship learning model is elaborated based on the stakeholders who play a role in each learning activity.

Table 5. KPI for the success of ctd model development in Indonesian villages

KPI			
Financial	Non-Financial		
	Individual Level	Organizational Level	Rural Level
% Absorption of village funds for projects % Increase in original village income	% Curriculum completion	Service performance provided: a. Village Government b. BUMDes c. Village Cooperatives	% Poverty reduction % Absorption of labor

The Evaluation stage is important to ensure continous improvement in the local wisdom-based village development framework based on the Cultural Technology District (CTD) Model. The evaluation instrument uses Key Performance Indicators (KPI) instruments. KPIs are further divided into financial and non-financial KPIs considering the final output to be achieved through this framework (Bayne & Wee, 2019) *(Table 5).* From these KPIs, a performance assessment is conducted. If the KPIs are achieved, the village has performed well in addressing employment disparities. However, if the KPIs have not been achieved, 18 the village performance requires improvement through further coaching from the relevant District Government. In addition, to ensure the transfer of knowledge for continuous improvement, comparative studies between well-performing and poorly performing villages were conducted.

3.2.3 Rural digital center: A web-based hub for supporting OVOL program

The Rural Digital Center serves as a core technology platform within the One Village One Link (OVOL) initiative (Fig. 9). It operates through a website-based system that provides dual functionalities: an external view for tourists, consumers, and external stakeholders, and an internal view for local management team running the digital center. This platform facilitates the implementation of OVOL's core programs, allowing the village community to optimize local resources, manage economic activities, and promote local cultures and services.

Fig. 9. Rural digital center logo

It acts as a bridge connecting rural areas to broader markets and opportunities, helping reduce unemployment disparities, and fostering sustainable local development. By integrating digital tools, the platform ensures efficiency in communication, coordination, and service delivery. The website for the Rural Digital Center is designed with distinct internal and external features to support the proposed curriculum framework effectively.

3.2.1 External features

First, village information and promotion portal: this feature provides an overview of the village, including cultural heritage, tourist attractions, local commodities, and community activities. It aims to attract tourists, investors, and partners by showcasing the unique attributes of the village. Second, program news: this section is dedicated to updates

and announcements about ongoing and upcoming programs and initiatives within the village.

It keeps the community and external stakeholders informed and engaged with the development activities in the village. Third, local job vacancy info and online skills training: this feature offers information about job openings within the village and nearby areas. Additionally, it provides links to online skills training resources to help the community develop relevant skills for employment and entrepreneurship.

3.2.2 Internal features

The village performance administration and reporting dashboard serves as a tool for village administrators to manage and monitor various projects and activities within the village. It provides real-time data on progress, performance, and outcomes, supporting effective decision-making. The KPI progress monitoring feature facilitates continuous tracking of key performance indicators (KPIs) related to the curriculum and program initiatives. By monitoring these metrics, administrators can evaluate program effectiveness and make necessary adjustments.The data backup and recovery system ensures the secure storage of essential data concerning village operations, program outcomes, and administrative tasks. In the event of a system failure, this feature acts as a safeguard, preserving critical information for uninterrupted operations. The rural digital center incorporates a dual access system. External features are accessible to both public users and village administrators, providing insights into village programs, job opportunities, and training resources. In contrast, internal features are reserved for authorized OVOL users who must log in using a unique identification number. This ensures that sensitive information related to village performance and administration remains secure and accessible only to internal stakeholders. The platform's display can be seen in the image below.

Figure 10. The rural digital center platform display: a) sign in or login page; b) sign up page; c) create a password or forget password page; d) home page; e) main dashboard; f) village information and promotion portal feature; g) village's program news feature; h) local job vacancy info and online skill training feature; i) local job vacancy info and online skill training feature

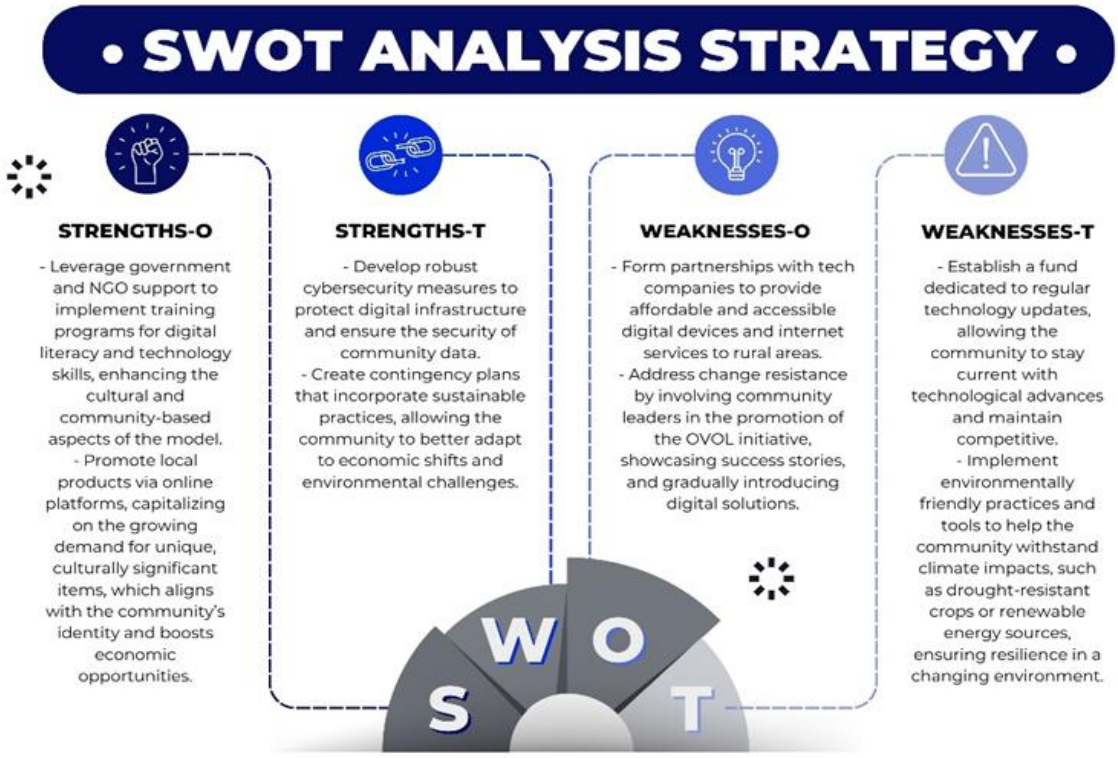
3.3 Market mapping: external-internal analysis to develop strategies and estimate the implications

To map the market, an analysis of OVOL implementation is needed externally and internally. This analysis can be used to develop a strategy. This analysis is shown in the SWOT Analysis and PESTEL Analysis as follows.

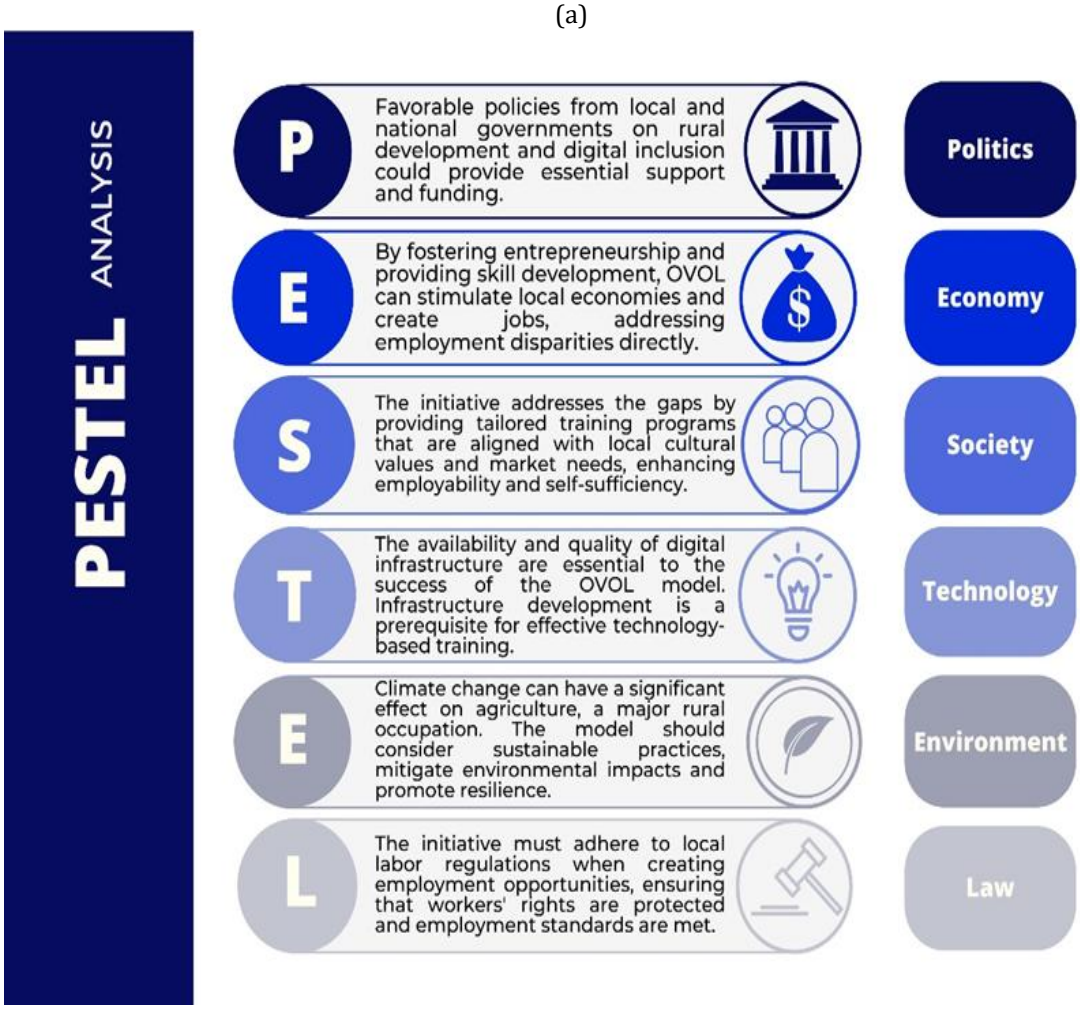
Table 6. SWOT Analysis

Strengths	
1. Cultural Integration	Strong emphasis on leveraging local culture and traditions, which enhances community engagement and support.
2. Technology-Driven Model	Uses technology to bridge rural-urban employment gaps, fostering digital inclusion and modernizing rural economies.
3. Community-Based Approach	Encourages local participation and ownership, leading to sustainable, community-driven development.
4. Comprehensive Skill Development	Focuses on skills that are tailored to local needs and market demands, increasing the relevancy and effectiveness of training programs.
Weaknesses	
1. Digital Literacy Gap	Limited technology skills among rural residents may hinder adoption and efficient use of digital platforms.
2. Resource Constraints	Rural areas often face financial and infrastructure limitations, which can restrict program scalability and reach.
3. Change Resistance	Some community members may resist change due to a strong attachment to traditional methods and skepticism towards new technology.
Opportunities	
1. Government and NGO Support	Increasing focus on rural development by governments and NGOs, providing funding opportunities and policy support.
2. Rise in Demand for Local Products	Growing consumer preference for unique, culturally significant products offers a market opportunity for local businesses.
3. Increasing Awareness of Employment Disparities	National and global attention to employment disparities can drive support and investment in rural development initiatives.
Threats	
1. Economic Instability	Economic downturns could reduce funding availability and market demand, affecting the program's financial sustainability.
2. Environmental Changes and Technological Obsolescence	Climate change and environmental issues can impact rural economies, particularly those reliant on agriculture and natural resources; Rapid advancements in technology may render existing tools and systems outdated, requiring continuous updates and investments.

The provided SWOT and PESTEL analysis, along with the short-, medium-, and long-term implications table, collectively illustrate a comprehensive strategy for implementing the OVOL (One Village, One Library) initiative. The SWOT analysis highlights the strengths and weaknesses of the project, while also identifying opportunities and threats that influence its success. Meanwhile, the PESTEL analysis assesses external factors such as politics, economy, society, technology, environment, and law, which impact the initiative's implementation.



(a)



(b)

Figure 11. Analysis results: (a) SWOT analysis; (b) PESTEL analysis

The implications table further outlines the expected outcomes of the OVOL model. The tables will be explained on over different time frames, emphasizing its role in fostering digital literacy, economic growth, and community resilience in rural areas. Beside that, the implementation of OVOL can have short term, medium term and long term implications as can be seen in Table 7.

Table 7. Short, medium, and long implications

Time Period	Implications
Short Term (1-2 years)	• Formed digital center commuunity-based approach as the main stakeholder • Villages are able to identify their local potential in accordance with the rural digital framework • Villages began to recognize the rural digital center platform through socialization and training • Access to village promotion according to local potential has begun • Increased village community awareness of the importance of digitalization and local innovation • Increased community interest to be actively involved in village economic activities
Medium Term (3-5 years)	• Village unemployment rate reduced through increased local-based employment opportunities • Villages begin to experience an increase in village revenue through tourist visits • Emergence of entrepreneurs focusing on product development in accordance with local potentials • Improved overall quality of life for village communities
Long Term (5-10 ears)	• Sustainable village economic growth with optimal development of local potentials • Villages become the main centers of the community economy that contribute to poverty alleviation • Equal access to labor through digital platforms so as to reduce socio-economic disparities • Increased village participation in the national economy through OVOL • The establishment of a strong and independent village digital economy ecosystem • Villages become attractive and sustainable tourist destinations

4. Conclusions

Employment disparities between rural and urban areas are a fundamental problem facing Indonesia. It was especially in achieving SDGs targets 8 (decent work and economic growth) and 10 (reduced inequalities). Although villages have great physical and non-physical potential, the problems of lack of access to opportunities, wage inequality, and skill gaps are obstacles to rural development.

In-depth analysis shows that this phenomenon is also exacerbated by the supply and demand mismatch in the formal sector and the many structural barriers in existing policies. One Village One Link (OVOL) comes as an innovative solution to overcome this problem by empowering local potential using the Cultural Technology District (CTD) Model. OVOL—(1) digital center community-based approach, (2) rural development framework, and (3) rural digital center—can make villages in Indonesia transform into independent and sustainable economic centers so that the economic gap between villages and cities can be resolved.

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Author Contribution

This study was collaboratively conducted by S. T. M., R. D. R., and Z. A. T. R. D. R & Z. A. T was responsible for the research design, data collection, and drafting of the manuscript, while S. T. M., contributed to data analysis, interpretation of results, and manuscript revision.

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The author declares no conflicts of interest related to this research.

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Biographies of Authors

Sessa Tiara Maretaniandini, Politeknik Keuangan Negara STAN, South Tangerang, 15222, Indonesia
- Email: 4121220293_sessa@pknstan.ac.id
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: N/A
- Homepage: N/A

Ricky Dina Rajendra, Politeknik Keuangan Negara STAN, South Tangerang, 15222, Indonesia
- Email: 4121220225_ricky@pknstan.ac.id
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: N/A
- Homepage: N/A

Zalfa Aura Tsabita, Politeknik Keuangan Negara STAN, South Tangerang, 15222, Indonesia
- Email: 4121220225_ricky@pknstan.ac.id
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: N/A
- Homepage: N/A