

# Adaptive Village Head Leadership in Community-Based Tourism Governance: Gintangan Bamboo Craft Tourist Village Case Banyuwangi

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## ABSTRACT

The governance of craft-based tourism villages requires adaptive leadership that simultaneously motivates artisans, drives innovation, and secures resources under fiscal volatility. Previous research has examined village head leadership roles in isolation, without integrating Sondang P. Siagian's three functions in a context of sudden budget reprioritisation and external resource mobilisation for bamboo craft tourism. This study aims to analyse how the Gintangan Village Head enacts the motivator, innovator, and facilitator roles and utilises Corporate Social Responsibility (CSR) funding to offset a village budget reduction, thereby developing a new adaptive facilitation framework. A qualitative case study approach was employed, involving in-depth interviews with the village head, the Tourism Awareness Group chairperson, and fifteen artisans, complemented by participatory observation and document analysis. Results indicate that the innovator role, epitomised by the Gintangan Bamboo Festival, strongly enhances destination branding; however, the motivator role is undermined by information asymmetry that excludes independent artisans, and the facilitator role creatively channels CSR to sustain infrastructure development. The study concludes that inclusive communication systems, formalised CSR partnerships, and off-peak tourism programming are essential for equitable benefit distribution and long-term resilience of village tourism governance.

## 1. INTRODUCTION

The enactment of Law Number 6 of 2014 has repositioned villages as autonomous subjects responsible for driving local economic development, with rural tourism emerging as a vital growth engine. The transformation of Gintangan Village into a bamboo craft tourist destination exemplifies how indigenous assets can be capitalised under visionary leadership that transcends administrative tasks (Imaniar & Wahyudiono, 2019; Ardytia et al., 2021). Effective leadership in this context demands the integration of motivator, innovator, and facilitator roles to inspire artisans, create event-based attractions, and secure resources beyond routine budgets (Siagian, 2014; Mehmood et al., 2021). However, village heads often face fiscal constraints and uneven community participation that complicate the simultaneous execution of these three roles, especially when national programmes reallocate village funds (Wahyudiono et al., 2025; Hanip et al., 2025). Hence, a comprehensive analysis of how a village leader can adaptively navigate such constraints whilst developing a craft-based tourist village is both timely and necessary. Previous investigations have examined various aspects of village head leadership in tourism, with studies in Setigi Sekapuk highlighting the efficacy of *pathfinding*, *aligning*, and *empowering* to achieve high revenues (Khasanah, 2022; Ardytia et al., 2021). Research at Slop Beach further demonstrated that optimising motivator and facilitator functions enhanced environmental awareness and infrastructure provision for beach tourism (Herman, 2024; Imaniar & Wahyudiono, 2019). Meanwhile, work in Ciangsana Village revealed that communication barriers between village officials and community leaders could impede infrastructure

policy implementation, signalling that inclusive leadership is often lacking (Ramadanti & Priyanti, 2023; Wahyudiono & Imaniar, 2021).

Despite these contributions, none of these studies has specifically examined how a village head creatively mobilises *Corporate Social Responsibility* (CSR) funds to offset a sudden budget cut whilst simultaneously performing all three of Siagian's leadership roles for a bamboo craft destination (Wahyudiono et al., 2025; Yudiana & Wahyudiono, 2020). This gap underscores the need for an in-depth case study that captures the intricate dynamics of adaptive leadership within a fiscally constrained craft tourism setting. The central research problem is to understand how the Gintangan Village Head enacts the motivator, innovator, and facilitator roles in developing bamboo craft tourism and to identify the supporting, inhibiting, and strategic challenge factors. Specifically, the motivator role is scrutinised for its reach among both integrated and independent artisans, while the innovator role is assessed through the institutionalisation of the Gintangan Bamboo Festival and the diversification of tourism products (Ardytia et al., 2021; Permatasari et al., 2021). The facilitator role is analysed in the context of the village head's adaptive response to the *APBDesa* reduction caused by the *Koperasi Desa Merah Putih* programme, using CSR mobilisation and external networks as resource alternatives (Wahyudiono et al., 2025; Imaniar & Wahyudiono, 2019). Theoretically, this study aims to extend Siagian's leadership role framework by incorporating the dimension of adaptive external resource mobilisation in community-based tourism governance (Mehmood et al., 2021; Lin, 2024). Practically, the findings are expected to inform inclusive communication strategies, institutionalised CSR partnerships, and *off-peak* tourism programming for sustainable village tourism development.

## 2. METHODS

This research employed a descriptive qualitative approach with a case study method to profoundly explore the leadership role of the Village Head of Gintangan within the context of bamboo craft tourism governance. The choice of the case study method was predicated on the necessity to comprehend the phenomenon of adaptive leadership in a natural setting bounded by space and time, whilst capturing the complexity of interactions among the leader, institutions, and artisans (Horwood et al., 2021; Zahed-Babelan et al., 2019). This interpretive approach allowed the researcher to capture the subjective meanings constructed by key actors in the village tourism development process, thereby generating rich, contextualised insights (Bogler & Somech, 2019; Maximo et al., 2019). Moreover, the single case study design was selected not for statistical generalisation but to produce a deep theoretical understanding of how the three leadership roles intersect under financial pressure (Ardytia et al., 2021; Mehmood et al., 2021). Thus, the research strategy aligns with the need to holistically examine the nuanced leadership dynamics of a craft-based tourist village. The research location was Gintangan Village, Blimbingsari District, Banyuwangi Regency, which is designated as a centre of bamboo craft and a Bamboo Craft Tourist Village. Site selection was conducted purposively, considering the village's distinctiveness as a craft-based tourism destination led by a village head with a track record of innovating a national-scale festival. The research subjects comprised the Village Head of Gintangan, the Chairperson of the Tourism Awareness Group (*POKDARWIS*), and fifteen bamboo artisans representing the Krajan and Kedungbaru hamlets. The determination of key informants utilised purposive sampling to glean data from authoritative actors who deeply understand village tourism policy, whilst artisans were selected accidentally to obtain perceptions from the grassroots level operating outside formal structures. The strategic inclusion of these actors provided complementary multi-level perspectives that are consistent with the depth-oriented logic of case study inquiry (Bogler & Somech, 2019; Maximo et al., 2019). Data collection was carried out intensively over a three-month period, from May to July

2026, employing three principal techniques: semi-structured in-depth interviews, participatory observation, and document study.

The interview guide was developed based on the dimensions of the motivator, innovator, and facilitator roles from Sondang P. Siagian's framework, employing open-ended questions that enabled informants to elaborate their experiences and views narratively (Siagian, 2014; Mehmood et al., 2021). Participatory observation was conducted in artisans' workshops, the festival area, and the village office to capture social interactions as well as physical evidence of the bamboo architectural innovation initiated by the village head (Ardytia et al., 2021; Permatasari et al., 2021). Documentation included the Decree on the Establishment of a Tourist Village, the *POKDARWIS* Decree, and the 2025–2026 Village Budget reports, providing official records to triangulate interview and observation data (Imaniar & Wahyudiono, 2019; Wahyudiono et al., 2025). Source and method triangulation techniques were strictly applied by comparing the statements of the Village Head, the Chairperson of *POKDARWIS*, and the artisans, as well as testing the consistency among interview results, observations, and official documents, as recommended in recent qualitative studies emphasising data credibility (McClintock & Fainstad, 2022; Pongton, 2019). Data analysis followed an interactive model that emphasises the processes of reduction, display, and conclusion drawing in a cyclical and continuous manner throughout the research period. Raw data from interview transcripts and field notes were reduced by coding text segments into themes of leadership roles, supporting factors, obstacles, and challenges, following the iterative analytical logic recommended in qualitative research (Horwood et al., 2021; Zahed-Babelan et al., 2019). Data display was undertaken in the form of thematic matrices and analytical narratives connecting findings with the theoretical propositions of public leadership, a strategy that supports interpretive coherence (Pongton, 2019; McClintock & Fainstad, 2022). The conclusion drawing process was performed cautiously by re-verifying every interpretation with key informants through informal member checking and conducting cross-source evidence tracing, which strengthens the credibility of the analysis (Bogler & Somech, 2019; Maximo et al., 2019). Such an iterative analytical approach enables the researcher to construct a robust chain of evidence and produce a trustworthy description of the village head's adaptive leadership in tourism village governance.

### 3. RESULTS AND DISCUSSION

#### RESULTS

Gintangan Village has undergone an economic orientation shift from being merely a conventional bamboo handicraft production centre to an integrated craft-based tourism destination. The tradition of bamboo weaving passed down across generations has created high social capital that the village head harnessed to build a tourist village identity, and through synergy with the Banyuwangi Regency Government, this village was officially designated a Bamboo Craft Tourist Village, opening market access for both domestic and international tourists (Imaniar & Wahyudiono, 2019; Ardytia et al., 2021). The Village Head, Hardiyono, S.E., CPLA, emerged as the central actor consolidating various stakeholders, from village officials and *POKDARWIS* administrators to artisans in the two main hamlets, and his leadership transcends routine administrative functions by driving festival innovation and bamboo architecture in public facilities (Wahyudiono & Imaniar, 2021; Yudiana & Wahyudiono, 2020). This transformation, which reflects the simultaneous enactment of motivator, innovator, and facilitator functions, aligns with the multidimensional leadership perspective that requires balancing inspiration, creativity, and resource provision (Bass & Avolio, 1994; Mehmood et al., 2021). Hence, the leadership dynamics in Gintangan present a valuable case for examining how these three roles are performed under village fiscal constraints.

The motivator role of the Gintangan Village Head is materialised through public education on the importance of tourism and routine visits to the Micro, Small, and Medium Enterprises (UMKM) centres of bamboo artisans. The Village Head actively provides moral direction and promotes handicraft products through village social media channels, aiming to build collective awareness of the economic value of local crafts (Imaniar & Wahyudiono, 2019; Wahyudiono, 2024). This direction is strongly felt by *POKDARWIS* administrators and artisans integrated into the formal institutional network because they regularly receive official village guests directed straight to their workshops, a pattern that reinforces selective motivational reinforcement (Bogler & Somech, 2019; Maximo et al., 2019). However, fieldwork findings critically reveal a phenomenon of asymmetric penetration of information and motivation, whereby independent artisans not incorporated in the *POKDARWIS* structure confess that they have never received formal socialisation from the village head, and the support they feel remains sporadic and stems more from personal initiative rather than systematic village leadership intervention (Wahyudiono et al., 2024; Permatasari et al., 2021). Consequently, although the motivator role operates optimally within the village elite circle, its effectiveness declines sharply when engaging with independent artisans outside the core network. The innovator dimension constitutes the most prominent pillar in the leadership of the Gintangan Village Head, the pinnacle of which is the institutionalisation of the Gintangan Bamboo Festival (GBF) as an annual national-scale event. This festival integrates a bamboo fashion carnival, craft exhibitions, weaving competitions, and massive social media campaigns, thereby successfully attracting media coverage and significantly increasing tourist visit volumes (Ardytia et al., 2021; Cahya Aini et al., 2024). Beyond event innovation, the village head also designed a transformation of public facility architecture, such as the village hall and *UMKM* kiosks, with the dominance of bamboo ornaments that reinforce the visual identity of the destination (Suwanto, 2004; Yudianta & Wahyudiono, 2020). Educational weaving tour packages, distinctive bamboo culinary offerings, and exclusive souvenirs were developed as product differentiation to fulfil the three fundamental tourism components, namely *something to see*, *something to do*, and *something to buy*, thereby enriching tourist experiences and generating additional income (Suwanto, 2004; Imaniar & Wahyudiono, 2019). Empirically, the surge in craft orders and *POKDARWIS* income during the festival period serves as tangible evidence of the impact of the village head's leadership innovation.

**Table 1.** Matrix of Village Head Leadership Innovation in Gintangan Tourism Development

| Innovation Category            | Programme Implementation                                            | Empirical Impact                                                     |
|--------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------|
| Event & Branding Innovation    | Annual GBF organisation and digital campaign                        | National reputation enhanced, craft orders soar during festival      |
| Public Architecture Innovation | Village hall and <i>UMKM</i> kiosk design with bamboo ornamentation | <i>Sense of place</i> as a Bamboo Village strengthens                |
| Tourism Service Innovation     | Educational weaving package, bamboo cuisine, exclusive souvenirs    | Variety of tourist experiences and <i>POKDARWIS</i> revenue increase |

Table Note: This matrix categorises three types of innovation initiated by the Gintangan Village Head along with programme implementation and their impacts.

Table Source: Compiled from in-depth interviews and field observation, 2026.

In executing the facilitator function, the Gintangan Village Head was confronted with a serious constraint in the form of a Village Budget (*APBDesa*) allocation cut due to the priority shift to support the mandatory *Koperasi Desa Merah Putih* (KDMP) programme. This fiscal limitation temporarily hampered the plan to develop supporting tourism infrastructure such as homestays and information centres (Wahyudiono et al., 2025; Hanip et al., 2025). However, the village head responded with an adaptive facilitation strategy, namely by raising *Corporate Social Responsibility* (CSR) funds from state-owned and private enterprises and strengthening coordination with the Tourism Office of Banyuwangi Regency to obtain non-*APBDesa* support (Imaniar & Wahyudiono,

2019; Wahyudiono & Imaniar, 2021). The external network cultivated by the village head proved effective in mobilising alternative resources, thereby enabling several physical projects to be realised despite the limited internal village budget, and documentary data indicate that CSR funds were utilised for the construction of product display areas and access road improvement towards craft centres (Wahyudiono et al., 2025; Yudiana & Wahyudiono, 2020). This measure confirms that the facilitator role does not solely depend on the availability of routine funds, but rather on the leader's capacity to forge mutually beneficial cross-sector partnerships. The success of the Gintangan Village Head's leadership in developing bamboo craft tourism was supported by the uniqueness of the handicraft product as a comparative advantage, the high spirit of community mutual cooperation during festival preparations, and the agility of the village head's diplomacy in securing external funds. These enabling factors synergistically propelled the village's tourism branding and enhanced local economic activity, particularly during the festival period (Ardytia et al., 2021; Permatasari et al., 2021). Conversely, the prominent inhibiting factors were the dependence of community participation on the festival season, whereby residents' enthusiasm drastically declined outside the GBF period, and the perception of unequal access which sowed seeds of jealousy among independent artisans (Wahyudiono et al., 2024; Ramadanti & Priyanti, 2023). The emerging future challenges are to maintain a balance between tourism commercialisation and the preservation of the authenticity of bamboo weaving culture as an ancestral heritage, and creating a stable daily tourism programme beyond the peak festival season (*off-peak sustainability*) becomes urgent homework so that the residents' economy is not seasonal in nature (Wahyudiono & Imaniar, 2021; Banwo et al., 2022). The village head and *POKDARWIS* need to design routine workshops, weekly craft markets, and thematic tour packages that are not reliant on the euphoria of the annual festival.

## DISCUSSION

Empirical findings in Gintangan Village convincingly demonstrate that the Village Head implements Siagian's three public leadership roles simultaneously, with the innovator role proving most dominant and the facilitator role adaptively securing external funds. This pattern reflects a transformational-entrepreneurial leadership style that not only transforms local craft potential into market assets but also proactively seeks innovative resource solutions amid budgetary constraints (Bass & Avolio, 1994; Mehmood et al., 2021). However, the application of Siagian's framework in a village tourism context reveals that the motivator role can become fragmented when communication is not distributed equitably, and the facilitator role's reliance on personal negotiation skills may be difficult to institutionalise (Maximo et al., 2019; Wahyudiono et al., 2025). Moreover, the integration of CSR mobilisation as a core facilitator strategy extends the original conceptualisation of the facilitator role, which traditionally presupposed adequate internal funding (Imaniar & Wahyudiono, 2019; Wahyudiono & Imaniar, 2021). Therefore, the Gintangan case offers a nuanced empirical portrait of adaptive leadership that enriches public administration theory. The implementation of the motivator role by the Gintangan Village Head reveals a critical gap: information and moral support flow primarily to artisans integrated within the *POKDARWIS* network, while independent artisans remain underserved. Effective motivation in public organisations requires distributive and procedural justice so that all members perceive equal attention from the leader, yet the current communication pattern exhibits a distinct insider-outsider divide (Bogler & Somech, 2019; Maximo et al., 2019). Independent artisans who lack formal institutional ties reported never receiving official socialisation, a condition that diminishes their organisational citizenship behaviour and may foster apathy (Luthans et al., 2019; Şeşen et al., 2019). Furthermore, this asymmetry contradicts the inclusive ethos of community-based tourism, which presumes that all local stakeholders should benefit from leadership initiatives equally (Banwo et al., 2022; Xie, 2019).



Consequently, strengthening outreach to all artisan segments is essential for achieving the motivational depth required for sustainable village tourism. The Gintangan Bamboo Festival (GBF) stands as the pinnacle of the village head's innovator role, successfully creating a distinct annual event that functions as a powerful community-based tourism marketing instrument. By integrating a bamboo fashion carnival, craft exhibitions, weaving competitions, and massive social media campaigns, the festival not only fulfils the essential tourism components of *something to see*, *something to do*, and *something to buy* but also reinforces the village's collective identity (Suwantoro, 2004; Ardytia et al., 2021). Such event innovation reflects entrepreneurial leadership that prioritises calculated risk-taking and the creation of new experiential value, positioning Gintangan ahead of many craft-based destinations that lack a signature festival (Mehmood et al., 2021; Ndofirepi, 2020). However, compared with the Osing Culture Festival in Banjar Village, which celebrates broader Osing heritage and attracts a more diverse audience, GBF's exclusive focus on bamboo craft may limit repeat visitation and year-round appeal (Ardytia et al., 2021; Permatasari et al., 2021). Thus, diversifying the festival's thematic content and linking it to other cultural assets could enhance its long-term resilience. A particularly novel finding is the village head's adaptive facilitation, in which he mobilised CSR funds from state-owned and private enterprises to compensate for the *APBDesa* cut caused by the *Koperasi Desa Merah Putih* programme. This strategic shift from routine fiscal dependency to collaborative resource acquisition exemplifies the transition from *government* to *governance*, wherein private and community sectors become vital development partners (Imaniar & Wahyudiono, 2019; Wahyudiono et al., 2025). The successful use of CSR for constructing product display areas and improving access roads demonstrates that village-level leaders can act as *boundary spanners* who bridge local needs with corporate social investment (Wahyudiono & Imaniar, 2021; Yudiana & Wahyudiono, 2020). Nonetheless, this model's sustainability is precarious because it relies heavily on the village head's personal network and negotiating skills rather than on formalised inter-institutional agreements (Hanip et al., 2025; Lin, 2024).

Institutionalising CSR cooperation through village regulations would mitigate the risk of discontinuity when leadership changes. An evaluation of community participation using Arnstein's ladder indicates that while residents enthusiastically support festival implementation, their involvement remains at the consultation and placation rungs, falling short of partnership or delegated power. The village head does absorb aspirations, but strategic planning and the distribution of economic benefits are largely dominated by the village elite and *POKDARWIS* administrators, a pattern that limits broader ownership (Arnstein, 1969; Banwo et al., 2022). Independent artisans' perceptions of marginalisation signal that the current participation architecture fails to fully incorporate those outside the formal network, a shortcoming that mirrors findings from other rural tourism contexts where elite capture is common (Xie, 2019; Wahyudiono et al., 2024). Moving beyond placation requires redesigning village planning mechanisms to provide independent artisans with meaningful decision-making power, as higher engagement levels correlate with stronger community commitment to tourism sustainability (McClintock & Fainstad, 2022; Zhang et al., 2021). Therefore, fostering collaborative governance structures is imperative for achieving inclusive tourism development. The leadership model identified in Gintangan Village can be more sharply understood when compared with other rural tourism destinations in Banyuwangi and beyond. The Setigi Sekapuk Village case demonstrated a *pathfinding-aligning-empowering* model that achieved IDR 1.2 billion in village-owned enterprise revenue, reflecting a financially focused leadership approach (Khasanah, 2022; Ardytia et al., 2021). In contrast, Gintangan's leadership excels in event innovation and CSR-based adaptive facilitation, yet its economic benefits remain largely seasonal and concentrated during the festival period, which indicates a different sustainability challenge (Wahyudiono et al., 2025; Imaniar & Wahyudiono, 2019). Meanwhile, Patoman Multicultural

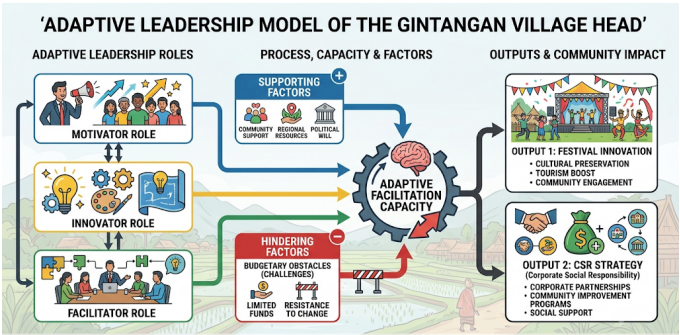
Tourism Village leverages cultural amalgamation as its core attraction, illustrating that diversified thematic content may attract steadier visitor flows, whereas Gintangan’s single-craft identity, while distinctive, risks visitor fatigue (Yudiana & Wahyudiono, 2020; Permatasari et al., 2021). The Ciangsana Village case further highlights communication barriers between village officials and community leaders, a similarity to Gintangan’s information asymmetry, yet Gintangan’s village head has proactively pursued external partnerships as a corrective strategy (Ramadanti & Priyanti, 2023; Wahyudiono & Imaniar, 2021).

**Table 2.** Supporting Factors, Obstacles, and Strategic Challenges of Gintangan Tourism Development

| Factor Category | Description                                                                                    | Source of Evidence                                      |
|-----------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| Supporting      | Uniqueness of bamboo craft, festival mutual cooperation, village head’s CSR diplomacy          | Interview INF-KADES, INF-POKDARWIS, observation         |
| Obstacles       | APBDesa cut due to KDMP, seasonal participation, information asymmetry to independent artisans | Interview INF-MASY-1, INF-MASY-3, APBDesa documentation |
| Challenges      | Off-peak sustainability, commercialisation vs. cultural authenticity, innovation regeneration  | Interview all informants, document analysis             |

Table Note: This table summarises three clusters of factors influencing the village head’s leadership in tourism development.

Table Source: Synthesis of interviews, observation, and documentary study, 2026.



**Figure 1.** Diagram of the Adaptive Leadership Model of the Gintangan Village Head  
Image Source: Researcher’s analysis based on empirical findings, 2026.

This study has several limitations that must be acknowledged to prevent overclaiming the findings. The focus on the Village Head as the sole unit of analysis means that the perspectives of other key actors, such as the Village Consultative Body and the CSR-providing corporations, were not thoroughly explored, potentially omitting important counter-narratives (Horwood et al., 2021; Daumiller et al., 2019). Additionally, the single case study design in a village with a specific bamboo craft characteristic limits the transferability of the results to tourist villages with different commodity bases, such as marine or agrotourism (Bogler & Somech, 2019; Allen et al., 2022). The data collection period of May to July 2026 captured leadership dynamics predominantly around one festival cycle, leaving longer-term seasonal effects and sustainability trajectories insufficiently documented (McClintock & Fainstad, 2022; Pongton, 2019). Future research should therefore employ comparative case studies or longitudinal designs to test the adaptive leadership model across diverse village tourism settings. From the critical discussion, several concrete policy implications can be formulated for the Gintangan Village Government, the Banyuwangi Regency, and similar tourist villages. The village government must immediately establish a systematic public communication system that reaches all artisans, including those outside *POKDARWIS*, through routine grassroots visits and hamlet-based community forums, as inclusive communication enhances motivational equity (Imaniar & Wahyudiono, 2019; Wahyudiono et al., 2025). *POKDARWIS* together with the village head should develop an *off-peak* tourism roadmap featuring daily weaving workshops, weekly craft markets, and thematic tour packages not dependent on the annual festival,

thereby stabilising income streams (Permatasari et al., 2021; Ardytia et al., 2021). The ongoing CSR collaborations must be formalised in a Village Regulation to ensure continuity beyond the current village head's tenure, a step that would institutionalise external resource mobilisation and bolster governance resilience (Hanip et al., 2025; Wahyudiono & Imaniar, 2021). The Banyuwangi Regency Government can support these efforts by providing institutional management assistance to tourist villages and offering incentives for villages that successfully diversify attractions beyond peak seasons.

#### 4. CONCLUSION

The Village Head of Gintangan has simultaneously enacted motivator, innovator, and facilitator roles in bamboo craft tourism governance, though effectiveness varies, with the innovator role driving festival-led branding and the facilitator role adaptively harnessing CSR funds. The study's scientific contribution lies in extending Sondang P. Siagian's leadership role framework by introducing the dimension of adaptive external resource mobilisation under fiscal stress, thereby offering a new conceptual lens for village tourism leadership. The identified leadership pattern, characterised as transformational-entrepreneurial, also reveals that motivational reach is constrained by institutional boundaries, necessitating a revision of how leadership communication is theorised in community-based tourism settings. Operationally, the study recommends that the Gintangan Village Government institutionalise inclusive communication platforms, formalise CSR partnerships through village regulations, and launch *off-peak* tourism programmes to ensure economic benefits are equitably distributed year-round. These measures, if adopted, will transform participation from consultative to collaborative and secure long-term resilience for the bamboo craft tourist village governance model.

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