

Development Analysis of Remote Indigenous Community Settlement in South Borneo

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ABSTRACT: *Traditional settlements are recognized as socio-cultural community that are local, relatively small, closed, undeveloped, homogeneous, scattered and nomadic or even settle also still holding to customs and traditions, with the geographical conditions that are difficult to reach, their livelihood depends on local natural resources using simple basic technology. This gives an overview of isolation, lagging behind and underdeveloped conditions. Government as an institution should be able to make the infrastructure or non-infrastructure policies that provide services through a satisfaction index approach to the infrastructure or non-infrastructure services for the local community in a fair and well-being manner for the people of remote indigenous community (RIC). Therefore, this study aims to determine the status of RIC remoteness and compose RIC settlement infrastructure development policies that are suitable and can be applied at the study site.*

The object of this study is the RIC of Haruyan Dayak in Hulu Sungai Tengah. Data analyzed consisted of primary data and secondary data. Several analysis used in this study such as descriptive analysis, remoteness analysis, and public satisfaction index (PSI) and Gap analysis which are preceded by validity and reliability test of data. For the remoteness analysis, this study uses 3 (three) aspects which are divided into 12 study items. Whereas, for the gap analysis this study uses 6 (six) aspects, given 6 (six) variables for each aspects, which means it's divided into 36 variables.

The general condition of settlement infrastructure in the study object shows that the RIC of Haruyan Dayak is inhabited by 54 households (HH) which has 1 (one) education facility, 1 (one) health facility, source of clean water is from the river and for transportation used is land transportation (two-wheeled vehicles/through footpaths) moreover, in this RIC settlement infrastructure doesn't yet have worship place facility, electricity networks and sanitation. The results of the remoteness assessment conducted to 54 respondents are 41.44, classified as Category II means that RIC of Haruyan Dayak is quite remote. Meanwhile, the results of PSI assessment for settlement infrastructure is 65.16 classified in Category C (not good). From the gap analysis, there are 11 variables which are the main priority and another 7 (seven) variables are the second priority for the improvement of Haruyan Dayak RIC settlement infrastructure. Thus, the main policies that can be taken are the development of alternative source of clean water, the improvement of physical sanitation and drainage networks construction, construction and improvement of physical quality/condition for the clean water facilities, utilization of appropriate technology in the use of clean water, construction and improvement of electricity network, at the time when the survey was actually conducted the electricity networks was being installed but it was not optimal which its installation had not been 100% completed, the proper planning for contraction of roads and bridges, the utilization of local man power for the construction of settlement infrastructure, especially the construction of roads and bridges as well as the clean water provision and also procurement of modern transportation equipment.

Keywords: *RIC, Remoteness, PSI, Gap Analysis*

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I. PRELIMINARY

Traditional settlements are recognized as socio-cultural community that are local, relatively small, closed, undeveloped, homogeneous, scattered and nomadic or even settle also still holding to customs and traditions, with the geographical conditions that are difficult to reach, their livelihood depends on local natural resources using simple basic technology. This gives an overview of isolation, lagging behind and underdeveloped conditions that eventually RIC can be shackled to poverty problems related. To overcome this

situation, a particular social protection attempts is required in the form of social welfare assistance, both which are emergency and permanent as well as the provision of basic social services as a manifestation for the implementation of nation obligations to ensure the fulfillment of the basic rights of not capable, poor or marginal citizens.

There have not been any specific regional development program implemented by the government directed at the remote communities or now called as Remote Indigenous Community (RIC). On the other hand, the RIC empowerment program doesn't yet using an integrated regional development approach, but in the community empowerment activities are more emphasizing on the fulfillment of basic needs and the provision of small-scale economic business. This conditions have to be the foundation by the government as an institution who should be able to make the infrastructure or non-infrastructure policies that provide services for the local community in a fair and well-being manner for the entire citizen, including remote indigenous community (RIC). Some efforts that can be done by the government are by structuring, making infrastructure development standards by observing at the actual location conditions, the settlement environment and the provision of needs for the remote indigenous community by referring to the level of public satisfaction to government services. Therefore, this study aims to determine the status of RIC remoteness and compose RIC settlement infrastructure development policies that are suitable and can be applied at the study site.

II. LITERATURE REVIEW

Remote Indigenous Community (RIC) is a group of people with a certain number, bound by geographical unity, economic, socio-cultural, poverty, remoteness and social economy vulnerability. Some other criteria are the limited of access to basic social services, closed, homogenous, life depends on natural resources, living in the border area, coastal areas, outermost and remote islands (Minister of Social Affairs Regulation No. 9 of 2012). Referring to the definition or the boundary concept of RIC set by the Ministry of Social Affairs of the Republic of Indonesia, RIC is a socio-cultural community that is local and scattered, also lack or even doesn't yet have social, economic and political networks and services. The definition based on Presidential Decree No.111 of 1999 concerning welfare development, RIC is a group of socio-cultural community that is local, scattered and less involved in social, economic, political and services. These are the RIC general barometer:

1. In form of small, closed and homogeneous community.
2. Social institutions rely on kind-ship relationships.
3. In general geographically speaking, the location is remote and relatively difficult to reach.
4. Generally, people still live with sub-system of economic system.
5. Using simple basic equipment and technology.
6. The high dependency to the local environment and natural resources.
7. Limited access to social, economic and political services.

The handling of remote area is carried out through several development approaches that have been ratified through Law Number 22 of 1999 and Law Number 25 of 1999 are as follows:

1. Decentralized, demands for decentralization provide new directions for national development, that regional development planning is highly dependent on regional aspirations, needs and priorities. Thus, encouraging local government to be more active in handling and developing local remote areas.
2. Integrated and integrative, the handling of remote area is carried out through an integrated system to the other development programs that have the same objectives.
3. Moreover, the achievement of the goals and objectives of remote area development program is very dependent on the program sustainability and funding of activities, it is expected that the program should continue to be implemented due to the several other development programs and various development funds which are resourced from the state budget, local government budget, as well as foreign grants and cooperation with the private sector. The sustainability of the program can also be achieved through an active participation efforts from the community as well as the other subject of development.
4. Participatory and innovative, realizing structural patterns and appropriate spatial use patterns are the basis of the process of planning, implementation, development, reporting and supervision of local communities and the demands to all subjects of development related to handling remote areas. The community must be able to develop their initiative and creativity to do various innovations in term of development goals, principles, approaches, methods and techniques (law No.24 of 1992).

The basic strategy in developing remote area through an integrated system so that it is right on target are as follows:

1. Improve and develop community capacity.
2. The developing of local economy is based on sustainable-wise on the utilization of natural resources, local culture and traditional customs in the using of coastal, fisheries and marine resources as well as forest and land management also the benefits of mineral resources with religious and cultural approaches.

3. Develop the development center and functional linkages to the regional development.
4. Improve the accessibility of facilities and infrastructure services.
5. Improve the development of transportation facilities and infrastructure as a form of implementation of the basic strategy.
6. To improve settlement arrangement in utilizing the potential of remote areas.

III. RESEARCH METHOD

The framework flow used in this study is presented in the flow chart shown in figure 1.

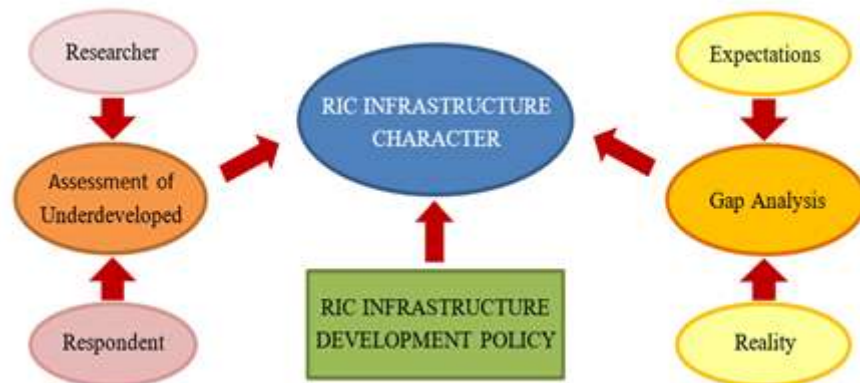
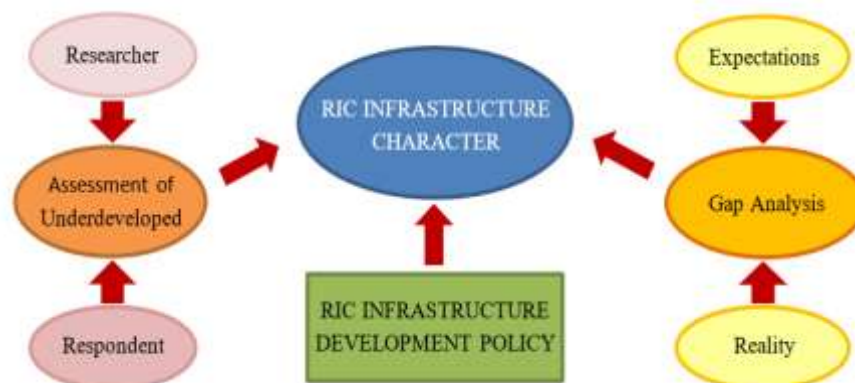


Figure 1. Research Thinking Framework Scheme



There are 2 (two) important things discussed in this study, namely the study object remoteness status and the community satisfaction to the settlement infrastructure services at the study site. The study object remoteness status can be identified from the perceptions of the community whom are the respondents in this study. While community satisfaction to the settlement infrastructure services can be identified from the gap analysis, conducted by researcher on respondents' satisfaction answers related to the expectations and reality of settlement infrastructure services. After these 2 (two) situations are known, the characteristics of settlement infrastructure can be formulated afterwards, followed by the determination of settlement infrastructure development policies in the study site.

RIC of Haruyan Dayak in Hulu Sungai Tengah is determined as the object of this study. This particular location was chosen based on discussion and priority handling from relevant stakeholders. The study population is households of RIC, there are 54 households in the study sites. It is not a large population, the number of study samples taken as many as 54 respondents which are one of the family members who are 17 years or more. The study variable related to the remoteness status of the study object consists of 4 (four) concepts, which are divided into several items as follows:

- a. Community scale, consisting of the number of households, the number of houses, and the number of households in one house.
- b. Social institutions, consisting of the role of traditional figure, traditional institutions, traditional rituals,

boundaries of land ownership, settlement patterns, social interaction, and homogeneity.

- c. The economy, consisting of livelihood, the utilization of livelihood outcomes and technology.
- d. Government services, consisting of government administrative services, Supporting Health Center, health workers, the presence of health workers, population administration, worship facility, market/economic facility, education facility such as elementary school, the presence of teachers, and the presence of government officials.

While the study variable of community satisfaction to the residential infrastructure services are as follows:

- a. Housing (Q1)
 - The ease of owning a home (Q11).
 - The physical quality of the building and supporting infrastructure (Q12).
 - The suitability of the provision for housing infrastructure to the needs of the community (Q13).
 - Effectiveness of housing infrastructure utilization (Q14).
 - Labor absorption of housing infrastructure provision (Q15).
 - The economic improvement / growth as a contribution from the provision of housing infrastructure (Q16).
- b. Transportation (Q2)
 - The availability of adequate transportation facility (Q21).
 - Physical quality of transportation facility (Q22).
 - The suitability of the provision for transportation facility to the needs of the community (Q23).
 - Effectiveness of the use / utilization of transportation facilities (Q24).
 - Provision of transportation facilities to support the absorption and activity of labor (Q25).
 - The economic improvement / growth as a contribution from the provision of transportation facilities (Q26).
- c. Clean water management (Q3)
 - The ease of getting clean water (Q31).
 - Physical quality / condition of clean water facility (Q32).
 - The availability of clean water facility according to community needs (Q33).
 - The effectiveness of the utilization for clean water facility (Q34).
 - Labor absorption for provision of clean water facility efforts (Q35).
 - The economic improvement / growth as a contribution from the provision of clean water facility (Q36).
- d. Sanitation and drainage management (Q4)
 - The availability of adequate sanitation and drainage facility (Q41).
 - Physical quality of sanitation and drainage networks (Q42).
 - Provision of sanitation and drainage facility according to community needs (Q43).
 - The effectiveness of the utilization for sanitation and drainage facilities (Q44).
 - Labor absorption of sanitation and drainage facility provision (Q45).
 - The economic improvement / growth as a contribution from the provision of sanitation and drainage facility (Q46).
- e. Energy and electricity (Q5)
 - Sufficient availability of energy and electricity (Q51).
 - The quality of electrical resource and electricity services (Q52).
 - The provision of energy and electricity facility according to community needs (Q53).
 - The effectiveness of utilization for energy and electricity resources (Q54).
 - Labor absorption of electricity facility provision (Q55).
 - The economic improvement / growth as a contribution from the provision of electricity facility (Q56).
- f. Provision of roads and bridges (Q6)
 - Sufficient availability of roads and bridges facilities (Q61).
 - Physical quality / condition of road and bridge facility (Q62).
 - The suitability of road and bridge facility provision according to community needs (Q63).
 - The Effectiveness of the use for road and bridge facility (Q64).
 - Labor absorption for the construction of roads and bridges provision (Q65).
 - The economic improvement / growth as a contribution from the provision for the construction of roads and bridges (Q66).

Data processing uses several data analysis techniques, namely descriptive analysis, remoteness analysis and gap analysis. Before conducting such analyzes, the validity and reliability of the data are tested, because the data generated is respondent's perception data. In the making of the data, this study using SPSS statistical software and Microsoft Excel.

IV. DATA ANALYSIS AND DISCUSSION

Sources of data used are from field observations, secondary data (The Officials of Haruyan Dayak, Housing and Settlement Area Office of South Borneo) and questionnaires which will generate the primary data. From the observations and secondary data can be compiled a general overview of the study object. For the remoteness assessment of Remote Indigenous Communities (RIC) there are 2 (two) results of assessment, namely the remoteness assessment by Settlement Area Office of South Borneo and the results of calculations from primary data generated from the questionnaire. From the results of this remoteness calculation, it can be seen that the status of RIC remoteness as an answer to the problem and the main study objective. Furthermore, the primary data generated from the questionnaire will be tested for validity and reliability of the data before calculating the public satisfaction index (PSI) and gap analysis. If the data is incorrect, then the data will be corrected, one of the ways is by removing the incorrect variable from the calculation. After the data is valid and reliable, an analysis will be carried out to calculate the PSI and gap analysis. The results of both of these data can be used to determine the RIC settlement infrastructure development policies as an answer to the problems and objectives of the second study. The data analysis scheme and discussion is shown as below.

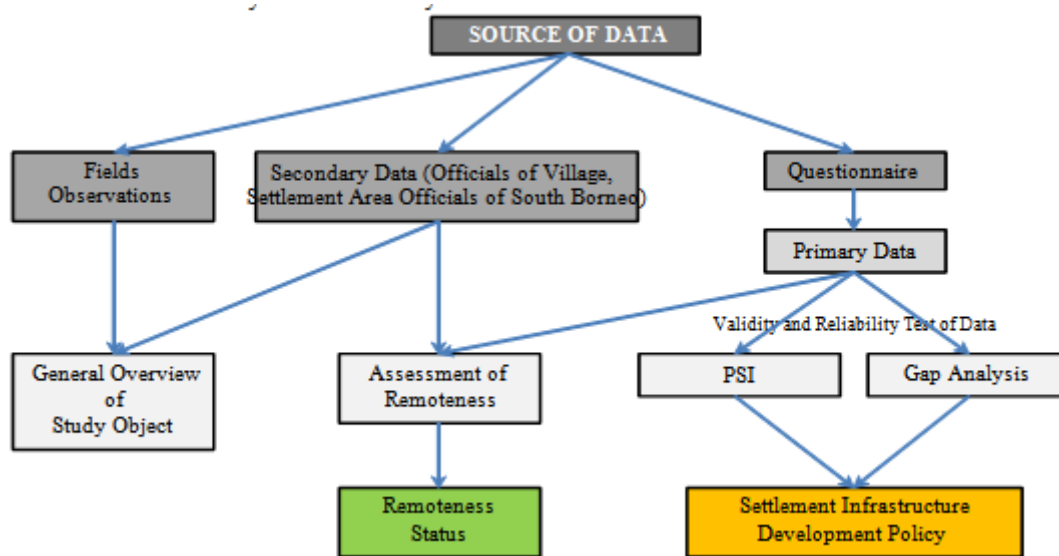


Figure 2. The Data Analysis Scheme and Discussion

The object of the study is the RIC of Haruyan Dayak, administratively the RIC of Haruyan Dayak belongs to the area of Haruyan Dayak Village, HantakanSub-district, in Hulu Sungai Tengah (HST) regency. Haruyan Dayak Village is part of the Hantakan area which consists of 7 neighborhoods and 3 hamlets, namely residents of the BalaiAdatMancatur, Tamburasak, and Impun. The position of RIC settlements of BalaiImpun and Tamburasak are inside of the Limited Production Forrest area, while the position of the settlement of BalaiMancatur RIC is inside of the Protected Forrest area. Prior to empowerment, the three groups lived together in a BalaiAdat. But now each household has a house for themselves. All RIC residents are cultivators, moving with a cycle of about 4-5 years. The cultivation system still relies on traditional values, from reciting mantras for rice seedlings to be sown, land clearing rituals, rituals when rice begins to turn ripe until aruh (feast) after harvest.

Table 1. Haruyan Dayak Remote Indigenous Community (RIC) Facilities and Utilities

RIC	:HaruyanDayak
Village	:HaruyanDayak
Sub-district	:Hantakan
Regency	:Hulu SungaiTengah
Education Facility	:1(1 KMfromBalaiImpun)
Health Facility	:1(in center of the village)
Worship Facility	:-

Mode of Transport	:Land(2-wheeled/Footpaths)
Electric Network	:None
Clean Water Sources	:River Water
Sanitation	:None

Source: Settlement Area Office of South Borneo, 2019

For the remoteness assessment, primary data is used for the calculation of the Public Satisfaction Index (PSI) to settlement infrastructure services and gap analysis, generated from the interview survey using questionnaires. The survey was conducted on 54 respondents in RIC of Haruyan Dayak. The number of samples are based on the number of households at the location and by taking one of family member as a sampling unit, with the age limit of 17 years or more as respondents. The summary of the respondent's answers will be described and can be used as an overview of the RIC of Haruyan Dayak conditions.

The majority of respondents think that the number of households (HH) in RIC of Haruyan Dayak is between 31 to 50 HH (74.07%), the number of houses also from 31 to 50 houses (88.89%) and the number of HH in one house is between 2- 3 households per house (83.33%). Respondents assumed the same with boundary to land ownership (natural recognition / benchmark) and homogeneity (there are 2/3 tribes) in the RIC of Haruyan Dayak. In the role of traditional leaders item, 53.7% of respondents think that the role of traditional leaders is less decisive, while around 46.3% of respondents think that the role of traditional leaders is crucial. Likewise in the next item, 62.96% of respondents think that traditional institutions are not functioning enough, while 37.04% of respondents stated that traditional institutions in RIC of Haruyan Dayak are still functioning. For traditional rituals, the majority of respondents think they still exist and functioning (61.11%), while for the settlement pattern item most people have been live settled even though for temporary period (72.22%) and 90.74% of respondents think their social interactions are still limited, even very restricted.

In terms of the economy, all respondents are on the same opinion that the use of technology in RIC of Haruyan Dayak is still simple and basic. While (94.44%) the majority of their livelihood is shifting cultivators but are still within their orbital area. And at utilization of livelihood item, (61.11%) the majority of respondents think that natural resources are utilized in a limited market activity and the rest (38.89%) livelihood outcomes are being used for personal and family needs.

Moreover, according to respondents' perceptions for government services there are 3 (three) items in the concept of government service which have an answer to each item. Those each answers for the three items are no health center, health workers are witchdoctor, and there is no worship facility. While for other items, the details are as follows:

1. Government administration services: (77.78%) familiar, (22.22%) available but not comprehensive.
2. The presence of health workers: (94.44%) never, (5.56%) rarely.
3. Population administration: (85.19%) some are recorded, (14.81%) have Citizen Identification Card.
4. Market / economic facility: (27.78%) none, (72.22%) elsewhere.
5. Elementary education facility: (11.11%) none, (88.89%) elsewhere.
6. Teacher presence: (31.48%) absent, (68.52%) rarely present.
7. The presence of government officials: (50%) never, (50%) rarely present.

There are 2 (two) results for the RIC of Haruyan Dayak remoteness assessment, namely:

1. The Settlement Planning report from the Settlement Area Office of South Borneo shows at the number 40, which is classified in Category I (the most remote RIC).
2. While the remoteness assessment shows a different result, based on the answers of 54 respondents RIC of Haruyan Dayak, where the total average was 41.04 which shows that the RIC of Haruyan Dayak classified in Category II, RIC is quite remote.

From the two assessments, the difference of the numbers are not too far, but in fact it is different in categories. The remoteness assessment is really needed, to know and to prove the condition of the object of study scientifically, whether the object of study really is or isn't a remote area. After it is clearly known that the object of study is indeed a remote area, then further analysis can be done.

Referring to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 14 of 2017 it can be seen that the PSI result of residential infrastructure services in the study location is 65.16. This PSI result is classified in Category C (not good). And if you look at the results of PSIs in each aspect, it can be seen that the highest PSI result is in the housing aspect at 68.21, while the lowest PSI result is in the aspect of clean

water management at 62.35. From the categories results, housing aspect (Q1), transportation (Q2), sanitation and drainage management (Q4), as well as energy and electricity (Q5) classified in Category C. While the clean water management aspect (Q3) and provision of roads and bridges (Q6) classified in Category D. The categories for each aspect of settlement infrastructure services are presented in the table below.

Table 2. PSI Category of Settlement Infrastructure Services

No.	Aspect	PSI Result	PSI Result	Category	Information
1	Housing (Q1)	68,21	68,21	C	Notgood
2	Transportasi (Q2)	65,66	65,66	C	Notgood
3	Clean Water Management (Q3)	62,35	62,35	D	Bad
4	Sanitation and Drainage Management (Q4)	66,44	66,44	C	Notgood
5	Energy and Electricity (Q5)	65,05	65,05	C	Notgood
6	Provision of Roads and Bridges (Q6)	63,04	63,04	D	Bad
Average		65,16		C	NotGood

Source : Analysis Results

Overall, all aspects need to get more focused of attention and improvement from the government because the value of PSIs are very close to the lower limit of the not good Category and are more likely to be in a bad Category.

Targeted policies can be developed if it is known which infrastructure services need get priority improvement. To determine the priority of handling used Importance Performance Analysis (IPA) analysis, where the average value of the perception to expectation and satisfaction of each variable is paired in a quadrant that uses the average of all expectations and satisfaction as the coordinate axis (quadrant divider). The results of the intended analysis are contained in the diagram below.

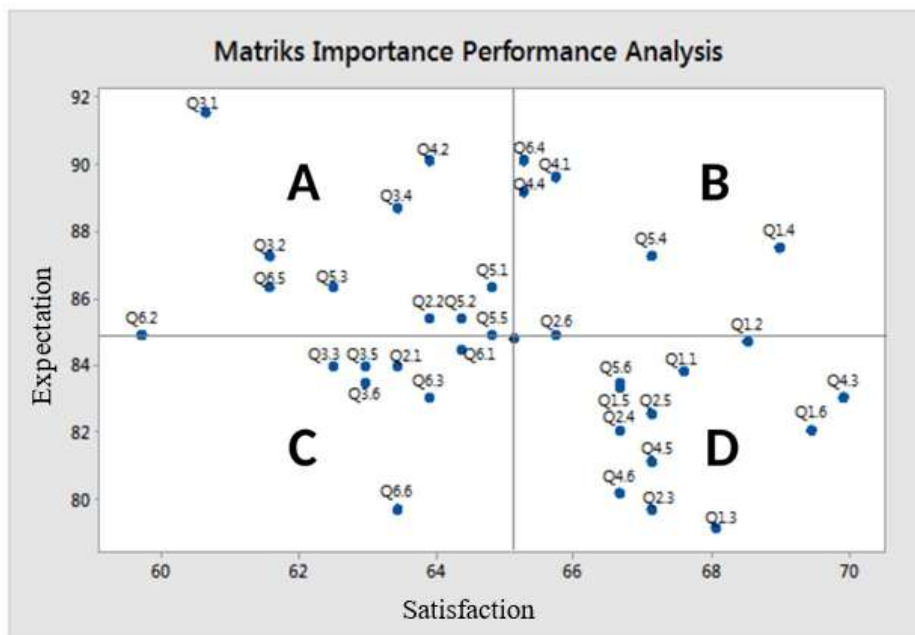


Figure 3. IPA Matrix Diagram of Settlement Infrastructure Services in RIC

The improvement priority variable is on the Quadrant A (Main Priority) and Quadrant C (Low Priority) variables, while in Quadrant B and Quadrant D can be ignored because satisfaction in both of these quadrants are good. Quadrant A is "Main Priority", where the variable in Quadrant A is considered to have a high level of importance but has a low level of satisfaction. Whereas Quadrant C is "Second Priority", where the variable in Quadrant C is considered to have a low level of importance as well as a low level of satisfaction. While Quadrant B is "Maintain the Performance", where the variable in Quadrant B is considered to have a high level

of importance and it turns out that the level of satisfaction is also high. And in Quadrant D is "Excessive" because the level of variable importance in this quadrant is considered low but the satisfaction is high.

Quadrant A has 11 improvement variables that must be prioritized, namely:

1. Variable Q31: The ease of getting clean water (Gap = -30.86)
2. Variable Q42: Physical quality of sanitation and drainage networks (Gap = -26.21)
3. Variable Q32: Physical quality / condition of clean water facility (Gap = -25.69)
4. Variable Q34: The effectiveness of the utilization for clean water facility (Gap = -25.25)
5. Variable Q62: Physical quality / condition of road and bridge facility (Gap = -25.18)
6. Variable Q65: Labor absorption for the construction of roads and bridges provision (Gap = -24.75)
7. Variable Q53: The provision of energy and electricity facility according to community needs (Gap = -23.82)
8. Variable Q51: Sufficient availability of energy and electricity (Gap = -21.51)
9. Variable Q22: Physical quality of transportation facility (Gap = -21.49)
10. Variable Q52: The quality of electrical resource and electricity services (Gap = -21.03)
11. Variable Q55: Labor absorption of electricity facility provision (Gap = -20.09).

While the second priority for improvement of settlement infrastructure in the study location, there are 7 (seven) improvement variables contained in Quadrant C, namely:

1. Variable Q33: The availability of clean water facility according to community needs (Gap = -21.46);
2. Variable Q35: Labor absorption for provision of clean water facility efforts (Gap = -21.00)
3. Variable Q21: The availability of adequate transportation facility (Gap = -20.54);
4. Variable Q36: The economic improvement / growth as a contribution from the provision of clean water facility (Gap = -20.53);
5. Variable Q61: Sufficient availability of roads and bridges facilities (Gap = -20.08);
6. Variable Q63: The suitability of road and bridge facility provision according to community needs (Gap = -19.13); and
7. Variable Q66: The economic improvement / growth as a contribution from the provision for the construction of roads and bridges (Gap = 16.29).

From the description above, some general policies (combination both main priorities and second priorities) can be determined for the priority improvement of the Haruyan Dayak RIC settlement infrastructure, are as follows:

1. Development of alternative sources of clean water.
2. Improvement of physical sanitation and drainage networks construction.
3. Construction and improvement of physical quality/condition for the clean water facility.
4. Utilization of appropriate technology in the use of clean water.
5. Construction and improvement of electricity network, at the time when the survey was actually conducted the electricity networks was being installed but it was not optimal which its installation had not been 100% completed.
6. The proper planning for contraction of roads and bridges.
7. The utilization of local man power for the construction of settlement infrastructure, especially the construction of roads and bridges as well as the clean water provision.
8. Procurement of modern transportation equipment.

V. CONCLUSIONS AND RECOMMENDATIONS

The conclusions generated from this study are as follows:

- a. The remoteness status of Haruyan Dayak RIC is classified in Category II of Remote Indigenous Community (RIC), that the RIC of Haruyan Dayak is quite remote, with the results of an average remoteness calculation at 41.04.
- b. Appropriate RIC settlement infrastructure development policies that can be applied for RIC of Haruyan Dayak, are as follows:
 - Development of alternative sources of clean water.
 - Improvement of physical sanitation and drainage networks construction.
 - Construction and improvement of physical quality/condition for the clean water facility.
 - Utilization of appropriate technology in the use of clean water.
 - The proper planning for contraction of roads and bridges.
 - The utilization of local man power for the construction of settlement infrastructure, especially the construction of roads and bridges as well as the clean water provision.
 - Procurement of modern transportation equipment.

RIC of Haruyan Dayak is very worth to be the object of study that discusses RIC, because by the calculation of remoteness assessment it's in Category II. Especially if we see from its characteristics, RIC of Haruyan Dayak strongly reflects the general condition of remote indigenous community, for example its limited social interaction, the existence of traditional rituals and still functioning until now, and also the livelihood of shifting cultivators but still within their orbital areas. Likewise, if we see from the characteristics of the settlement infrastructure, that are still not yet available such as the education, health, economy infrastructure and government administration in the RIC of Haruyan Dayak. On the matters of a cultural nature, the customary behavior of the local community, the location and habits that are not related to the settlement infrastructure are very clear to be preserved and maintained, but it is necessary to fulfill the problem of improvements with proper basic settlement infrastructure, of course, because it is an essential rights of every human being. So the use of technology for settlement infrastructure development can be improved by also considering local wisdom and local RIC customs. While the appropriate RIC settlement infrastructure development policies can be applied in the RIC of Haruyan Dayak has to be corresponding both to the real conditions in the study site and also wishes of the local community.

Some suggestions given by this study results that have been carried out, are as follows:

1. The government as the concerned party, starting from the village level to the central government should give priority and intensive attention to RIC in accordance with its remoteness category. Such attention must be endeavored so that the existence of RIC is still maintained by fulfilling the basic settlements infrastructure needs while still respecting the local wisdom. Regarding to the results of the study, all policy makers should make policies according to the priorities desired by the RIC.
2. This research is limited to the discussion of settlement infrastructure, so a comprehensive discussion is needed, because the welfare of the RIC community is not only dependent on settlement infrastructure.
3. Following study is needed at other RIC locations so that similarities or differences in characteristics can be identified, especially the determination of policies, whether with the same policies can be applied for all RIC or might use different approaches for each RIC.
4. In general, synergy between related institutions is needed further improved, so that KAT development is maximized and has more selling points.

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