Village Institutions in Sustainable Village Development

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ABSTRACT
The establishment of a sustainable village development policy in 2020 has changed the role of village development to become a pillar of sustainable national development. The success of implementing sustainable development in villages is the hope of the government to accelerate the achievement of sustainable development goals at the national level. The key to success in changing the development order in the village lies in adaptive village institutions. This research aims to describe and analyze existing village institutions in Jeneponto Regency in carrying out sustainable village development, using qualitative methods. Sources of research data come from informant information, results of document reviews and various articles related to the research topic. Each data obtained was triangulated and analyzed before being presented in narrative and table form. From the research that has been done, it is known that village institutions in implementing sustainable village development still have deficiencies. Existing formal policies are not in line with the concept of sustainable village development, which shows benefits and reduces the impact of development. Development activities in the development plan have not supported the achievement of sustainable village development. The organizational structure is not directly proportional to the burden of achieving sustainable development goals, there is still a lack of human resource capacity, and village partnerships do not create sustainable benefits in improving the village economy.

Keyword: Sustainable village development; village institutions; national

INTRODUCTION
Government policies as outlined in the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration No. 13 of 2020 have accommodated the implementation of sustainable village development. The concept of sustainable village development is different from the concept of development that has been implemented by several other developed and developing countries (Allawi & Al-Jazaeri, 2023; Li et al., 2022; Zang et al., 2020). By existing policies, the village government is required to carry out the concept of national development by the goals of the Sustainable Development Goals (SDGs), which means that the village government is required to carry out 17 development goals with 169 targets and 251 indicators, as well as the specific objectives of Village SDGs (Cole & Broadhurst, 2021; Iskandar, 2020; Nishitani et al., 2021; Widyawati et al., 2022).

Sustainable village development, making the village the foundation of development to accelerate the achievement of national sustainable development goals. This changes village governance to be more simultaneous, consistent, synergistic, and sustainable (Widyawati et al., 2022). Changes in village development governance require changes in village institutions because institutions are inseparable from the success of development (Widyawati et al., 2018; Willems & Baumert, 2003). According to the Minister who initiated the sustainable village policy, an important key to implementing village SDGs lies in dynamic village institutions (Iskandar, 2020).

Village institutions basically have a role to guide the implementation of development policies and continue interventions for long-term impacts (Srinivasa Rao et al., 2016). However, institutions can also become obstacles in development caused by the people involved (Guo et al., 2017). Several studies have identified that the existing village institutions do not yet have good capacity. Decision making in the
village still relies on the role of the village head. It is feared that the dominance of the village head's role in determining the direction of development will not lead the village towards sustainable development (Enggraini et al., 2020). Poor institutional arrangements and management lead to overlapping roles and functions within government in villages (Mukaddas, 2021). In addition, the community and village officials still have a low understanding of the implementation of development (Buchari et al., 2017).

There are still several problems found in village institutions, giving concern to the implementation of sustainable village development. Therefore, the research conducted aims to describe and analyze village institutions in implementing sustainable village development.

METHODS

This research was conducted in Jeneponto Regency, by taking research samples from three villages, namely Bontorappo Village, Arungkeke Village, and Pattiro Village. The determination of the sample is based on the characteristics of the village to compare the capacity of the village government in implementing sustainable village development. Bontorappo Village is a village that has the characteristics of a mountainous area, Arungkeke Village is a coastal village, and Pattiro Village is a lowland village.

After observing the research problems, the researchers decided to use qualitative methods to answer existing problems, with the consideration that through these methods, researchers could easily express the views and perceptions of informants based on the field data obtained. Research data is not only sourced from interviews, but researchers also analyze the documents obtained, such as village development plan documents, budget plans and uses, and village apparatus data. In addition, supporting data was also obtained from a review of previous articles and the researchers’ observations.

The informants in the research were village officials. However, not all village officials were used as informants, because researchers in determining informants also paid attention to the characteristics needed, so that the informants, namely village officials who understood development in the village, from the beginning of planning to evaluating the implementation of development in the village.

Any research data obtained, either from interviews, document analysis, or observation, is reduced. Data deemed not related to the research will be set aside. Furthermore, data that is relevant to research is triangulation researchers, with the aim of knowing the level of validity of the data. After that, the researcher then presented the research data in narrative and table forms. The presentation of data in various forms is intended to make it easy for the reader to understand what the researcher is conveying. The final step is to conclude. Conclusions are made by interpreting village institutional problems in three research locations concerning the implementation of sustainable village development. All stages of data analysis described use techniques from (Miles et al., 2018) namely Interactive Model Analysis.

RESULTS

Changes in the village development system require formal institutional changes to overcome delays in adapting to sustainable village development policies. The formal institutional changes referred to in this case are related to formal planning, imparting knowledge, and organizational restructuring.

Formal Planning

Sustainable Village Development or Village Sustainable Development Goals (SDGs Desa) is carried out based on Law No. 6/2014 concerning Villages. In this policy, village development does not only pay attention to one aspect of development. Village development is carried out by expanding the reach through increased discussion of the aspects of results (output), then benefits (outcomes), and impacts
These three things are determined in the formulation of the village's medium-term development plan, Plans for village-level development, Village Budget, and Income Expenditures.

The results of the study show that the three research locations in the development planning documents mentioned above contain the areas of government administration, development implementation, community empowerment, and development. In summary, the three development plans in the three research locations are presented in the following table:

### Table 1. Village development plans in the three research locations

<table>
<thead>
<tr>
<th>Activity</th>
<th>Bontorappo Village</th>
<th>Arungkeke Village</th>
<th>Patiro Village</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Provision and maintenance of office facilities and infrastructure</td>
<td>2. Implementation of the village government system (Hamlet Deliberations, Village Development Planning Deliberations, Compilation of Village Medium-Term Development Plans, Revision of Medium-Term Development Plans)</td>
<td>2. Provision of office facilities and infrastructure</td>
</tr>
<tr>
<td></td>
<td>4. Implementation of the village government system (Hamlet Deliberations, Coordination Meetings, training cooperation in making village regulations)</td>
<td>4. Development of tourist attractions</td>
<td>4. The government provides administrative and population services to the public, statistics, and archives.</td>
</tr>
<tr>
<td></td>
<td>5. The government is responsible for land affairs in the village.</td>
<td>5. Development of Village Owned Enterprise Offices</td>
<td>5. Implementation of the government system</td>
</tr>
<tr>
<td>Development Implementation</td>
<td>1. The Village Government provides allowances &amp; incentives to Kindergarten teachers, Integrated Healthcare Center Cadres,</td>
<td>1. Provision of drilled wells, patrol posts, salt vanes, water pumping machines, trash cans, street lights, kindergarten/early childhood libraries, sports facilities, and infrastructure.</td>
<td>1. Provision of allowances to PAUD, TK/TPA teachers</td>
</tr>
<tr>
<td></td>
<td>2. Building construction and provision of kindergarten/early childhood infrastructure</td>
<td>2. Construction and rehabilitation of farm roads, paving blocks, boarding schools, village roads, salt warehouses, WWTP, drainage, toilets, embankments, sidewalks, decker plaques.</td>
<td>2. Construction and provision of village library facilities</td>
</tr>
<tr>
<td></td>
<td>3. Building construction &amp; Village literacy development.</td>
<td>3. Increasing the number of PAUD teachers and religion teachers.</td>
<td>3. Rehabilitation of the SDI/MI building</td>
</tr>
<tr>
<td></td>
<td>5. Assistance for underprivileged students/achievements</td>
<td></td>
<td>5. Implementation of Integrated Healthcare Center</td>
</tr>
<tr>
<td></td>
<td>6. Family planning village</td>
<td></td>
<td>6. Health education and training</td>
</tr>
</tbody>
</table>
activities.
7. Counseling and training in the health sector, Village Information System.
8. Construction and maintenance of village roads (highways, hamlet roads, farm roads), drilled wells,
9. Construction of village burial facilities, drainage, bridges, piping and village boundaries, family latrines, drilled wells,
10. The village government carries out a village greening program.
11. The village government plans the development of alternative energy.
12. Tourism development and village security

wastewater disposal pipes, motorbike Viars, water storage tanks, standby cars, water gates, electricity meters, dynamic machines/tubs/towers, street lights, public cemeteries, machines sewer House Surgery
5. Maintenance of wharves and embankments.
6. Provision of incentives for Integrated Healthcare Center cadres, early childhood teachers
7. Provision of Integrated Healthcare Center facilities and infrastructure
8. Procurement of early childhood facilities and infrastructure
9. The village government carries out village and district anniversary commemorations.
10. Implementation of the Health Alert Village
11. Development and maintenance of village highways, farm roads, village roads, residential neighborhood/alley roads
12. Construction/maintenance/rehabilitation of village bridges
13. Construction of village boundaries and hamlet boundaries
15. Maintenance of infiltration wells
16. The government implements forestry and environmental management
17. Procurement and construction of village signs, street lamps, electricity meters, electricity poles
18. Procurement of solar power plants and installation of biogas
19. Optimizing village tourism management

Community Empowerment & Development
1. The village government carries out village and district anniversary commemorations.
2. The Village Government carries out religious activities
3. Development and procurement of art gallery facilities
4. Islamic studies training and education.
5. Maintenance of cultural facilities and infrastructure
7. The village government provides understanding to the community about early marriage.
8. Formation and development
9. Development and procurement of sports facilities and infrastructure
10. The Village Government optimizes all forms of religious activities.
11. Rehabilitation of teacher housing.
12. Greener.
13. Construction and rehabilitation of places of worship.
15. Intensive TKA/TPA teaching.
16. The government provides capital assistance.
17. Provision of facilities and infrastructure to support religious activities
19. Optimizing the implementation of village order and security.
20. Strengthening the capacity of village security guards
21. Development of village art groups
22. Incentives for village priests, sub-villages, preachers.
23. Celebration of independence day and village and district anniversaries.
24. Implementation of the harvest festival.
25. Maintenance of religious facilities and infrastructure.
27. Organization of youth festivals.
Even though the development plans implemented by the three research location villages as shown in table 1 above are only divided into three areas of development, the development plans have covered all aspects of village society. The aspect of development results is shown through the construction of facilities and infrastructure and the fulfillment of the basic needs of rural communities for education, health, security, religion, skills provision, water, electricity, and administrative services.
According to the information found, it is known that in 2020, village officials have prepared for local economic potential. This arrangement only maximizes the capabilities possessed by village officials without the help of a team of experts, so the results are considered to be inaccurate, however, the village government is still trying to carry out development based on local potential that has been made. To maximize development, the government has a program plan to carry out training in developing local potential, but until now the government has not provided distribution facilities to support training and potential development activities, so this has become an obstacle to developing local potential.

In addition, from the information obtained it is known that of the three research locations, Bontorappo village is the only village that has an agricultural office. The office is a form of collaboration between the village government and district government in supporting the development of the agricultural sector. However, the office did not operate as expected due to a lack of human resources, so it did not contribute to local economic development.

Aspects of the benefits of the implementation of development have not been able to prove. Until now the village government is still difficult to develop and maximize the utilization of local economic potential. As for the impact aspect, based on the results of the research, it shows that development plans pay little attention to the impacts, development plans are determined only based on deliberation decisions. Determination of the development program does not carry out an analysis of the impact of each activity, which in the end the goals in development are not optimally achieved. This can be seen in the development planning documents owned by Bontorappo Village. Where, according to the results of the research, it was shown that the development of village-owned enterprises in Bontorappo village had been carried out several years ago, but in the 2022 development plan, the village government again stipulated that one of the development plans.

According to the informant's statement, the management of Village Owned Enterprises is not carried out by people who have entrepreneurial experience and skills, which in the end Village Owned Enterprises in the Village do not operate. This is because in determining the employees of Village-Owned Enterprises, the Village Government does not think about the worst possibility when Village-Owned Enterprises are managed by people who do not have specific skills in their respective fields. Another example of the village government's lack of attention to the impact on development planning is the poor community assistance program. The mentality of the people who always expect help is difficult to make village progress. The poor will depend on existing assistance. They do not try and have the initiative to improve life.

In addition, according to the research data obtained, it is known that the development plans owned by the three research location villages have adapted to the three levels of development according to Law No.6/2014 concerning Villages. However, the three villages have not fully adapted to the Village SDGs goals. More details, it is presented in the following table:

<table>
<thead>
<tr>
<th>Levels</th>
<th>Law No 6/2014</th>
<th>Bontorappo Village</th>
<th>Patiro Village</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village</td>
<td>Togetherness, kinship, social justice, mutual cooperation</td>
<td>SDGs 5: Gender Equality</td>
<td>SDGs 16: Peace justice</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td>SDGs 10: Reduced Inequalities</td>
<td>SDGs 17: partnerships For development</td>
</tr>
<tr>
<td>Norms</td>
<td>mainstreaming, peace,</td>
<td>SDGs 16: Peace justice</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>SDGs 1: No poverty</td>
<td></td>
</tr>
<tr>
<td>Village</td>
<td>Village Development</td>
<td>SDGs 2: Zero Hunger</td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>Goals</td>
<td>SDGs 1: No poverty</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>SDGs 2: Zero Hunger</td>
<td></td>
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<tr>
<td>-------------------------------------</td>
<td>----------------------------------------------------</td>
<td>----------------------------------------------------</td>
<td>----------------------------------------------------</td>
</tr>
<tr>
<td>Village development method</td>
<td>Fulfillment of basic needs, construction of facilities &amp; infrastructure, development of local economic potential, utilization of natural resources and the environment in a sustainable manner</td>
<td>Fulfillment of basic needs, construction of facilities &amp; infrastructure, development of local economic potential, utilization of natural resources and the environment in a sustainable manner</td>
<td>Fulfillment of basic needs, construction of facilities &amp; infrastructure, development of local economic potential, utilization of natural resources and the environment in a sustainable manner</td>
</tr>
<tr>
<td>SDGs 3: Good Health and Well Being</td>
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</tr>
<tr>
<td>SDGs 8: Even economic growth</td>
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</tr>
<tr>
<td>SDGs 11: safe and comfortable area</td>
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<td>SDGs 11: safe and comfortable area</td>
</tr>
<tr>
<td>SDGs 15: Life on Land</td>
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<td>SDGs 15: Life on Land</td>
</tr>
</tbody>
</table>

Table 2 shows that the Bontorappo Village in the development plan does not yet contain the SDGs goals at points 7, 12, 13, 14, 17. Arungkeke Village at points 5, 8, 10, 14. One other village, namely Arungkeke Village, according to the village secretary's statement, it is known that the development plan that adapts to the SDGs objectives has not been carried out, because they do not have experts to map their potential. According to the father's statement, in preparing a development plan that is by the Village SDGs, it is necessary to map the potential of the village properly and correctly so that the village can find out its strengths and weaknesses so that the goals of sustainable development can be achieved.

In addition, based on the results of observations made, it is known that the determination of the SDGs objectives in the development plan is not by the activities to be carried out. For example, in the description of activities in the development plan, namely Sending Youth and Sports Contingent as Village Representatives at the District and Regency/City levels, the Village Government determines these activities to achieve SDGs 4 goals, namely Quality Village Education. When referring to the policy regarding Village SDGs, this activity more precisely represents the achievement of the 3rd Village SDGs goal, namely Healthy and Prosperous Villages.

Based on the discussion above, it can be concluded that development planning in the three research locations has complied with the provisions of the law governing villages as one of the foundations for implementing SDGs in villages. However, the existing development plan still has drawbacks, namely 1) it has not been able to demonstrate the benefits of the development plan; 2) The development plan has not analyzed the impacts that can be generated; 3) Does not yet cover the overall goals of the Village SDGs; 4) The activities of the Development Plan to support the achievement of Village SDGs are still not quite right.

**Knowledge**

The implementation of sustainable village development, according to observations, shows that the village government only focuses on implementing policies and formulating development plans. The
government does not provide knowledge provision to village officials about Village SDGs. Therefore, the understanding of village officials in the three research locations is very lacking regarding Village SDGs.

Based on the information obtained from the informants, the village government and village officials obtain more information about the Village SDGs from the Village Facilitator. The District Government lacks the initiative to provide outreach regarding Village SDGs, so until now both the District government and Village Government have not provided training to village officials related to Village SDGs. So far, in formulating development related to village SDGs, village officials only expect assistance and guidance from village assistant officers.

**Organizational Restructuring**

Village development, which is currently the subject and object of development, is directed at implementing sustainable development, therefore it must be supported by changes to the development management structure in the village. The results of the study show that the organizational structure in the village still conforms to the Regulation of the Minister of Home Affairs No. 84/2015 concerning Organizational Structure and Working Procedures of the Village Government. For more details, see the following table 3:

<table>
<thead>
<tr>
<th>No</th>
<th>Regulations Concerning Villages and Village Administration</th>
<th>Bontorappo Village</th>
<th>Arungkeke Village</th>
<th>Patiro Village</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Village Head</td>
<td>Head of Bontorappo Village</td>
<td>Head of Arungkeke Village</td>
<td>Head of Patiro Village</td>
</tr>
<tr>
<td>2</td>
<td>Village Apparatus</td>
<td>Consists of the Village Secretary, who is assisted by: 1) Village Treasurer who takes care of financial affairs 2) Head of General Affairs</td>
<td>Consists of the Village Secretary, who is assisted by three heads of affairs, namely: 1) Head of Finance affairs 2) Head of General Affairs &amp; Administration 3) Head of Planning</td>
<td>Consists of the Village Secretary, who is assisted by three heads of affairs, namely: 1) Head of Finance affairs 2) Head of General Affairs &amp; Administration 3) Head of Planning</td>
</tr>
</tbody>
</table>
According to the table above, village management only consists of the Village Head, Village Secretary, Section Head, and Regional/Dusun Head. Village management does not have functional staff whose function is to analyze the potential that is owned as part of the implementation of sustainable development.

From the research results it is also known that those who are part of the Village apparatus, those who in the election of the Village Head provide support. If they do not provide support in the election, there is a great chance for village officials to be replaced. Even though the regulations related to Village Administration have regulated the mechanism for changing apparatus, in fact, this has not been implemented in the field. Moral pressure is one way for village officials to be replaced without violating existing policies.

**Partnership**

In sustainable village development, the government requires partnerships carried out by the village government in implementing development. This is regulated by revitalizing village partnerships to realize all sustainable development goals (Iskandar, 2020). Based on the research results, it is known that in the...
implementation of development in the three research locations, partnerships have been implemented, involving third parties and collaboration between village governments.

Collaboration with third parties is carried out for infrastructure development. Cooperation among village governments is carried out in the context of development related to the construction and maintenance of farm roads, hamlet roads, sanitation, and clean water. In addition to these activities, the village government carries out self-managed development. The existing cooperative relationship still has weaknesses. The Village Government does not yet have rules governing the forms of cooperation that are carried out. In addition, from the research results it was also known that the three research locations did not have adequate internet network access. By the achievements of the partnership in sustainable village development, the availability of the Internet is a means of establishing partnerships.

Based on the description of the research results above, it can be concluded that the government has carried out cooperation in the implementation of development, even though this relationship still has deficiencies, and by the achievement indicators of partnerships in village development, this cooperative relationship has not been able to support the achievement of development goals.

**DISCUSSION**

Based on the research results above which discuss formal planning, it can be concluded that from this dimension, the village government cannot yet adapt to sustainable village development policies. The village development plans owned by the three research location villages only focus on adjusting new policies on villages (UU. No. 6/2014) and pay little attention to adjustments to achieving Village SDGs goals.

If referring to Law No. 23/2014 and Permendagri No. 86 of 2017, development planning is carried out to determine future policies through a sequence of choices involving various stakeholders to maximize the utilization and allocation of existing resources according to the time set by each region. Therefore, looking at the current village development planning, the government’s hope to accelerate the achievement of the national SDGs goals through sustainable village development will not be achieved according to the predetermined time, namely in 2030.

The findings of this study also show that the lack of capacity of the village government to carry out an analysis of the benefits and impacts of development activities has hampered the balancing of economic, social, and environmental dimensions per the concept of sustainable village development (Iskandar, 2020). One of the development activities in poverty alleviation and community welfare is the provision of assistance to the community. In terms of the economic aspect, this activity has good benefits for the community but harms social aspects. According to research conducted by (Nafiah & Bharata, 2021), it is known that the provision of assistance has caused conflict between the community and the hamlet government, and the village government. Apart from that, this has also caused the activities that are scheduled in the development plan not to comply with the SDGs of the Village, and there are still several development activities that are continuously scheduled for each village's medium-term development plan.

The lack of socialization carried out by the Village Government regarding the SDGs has resulted in a low understanding of the village government regarding the need for good analysis in preparing development plans that conform to the Village SDGs goals. Even though in the context of policy implementation, socialization is not included in the public policy process, socialization has a strategic position, because through socialization the substance of the policy can be known by many people, people involved in implementing the policy gain knowledge and understanding of the aims and objectives of the policies to be implemented, in addition, through outreach, the government can find out the response, readiness, and capabilities of policy implementers (Herdiana, 2018).
Regarding organizational restructuring, the village government is currently referring to the applicable rules regarding the structure and governance of village organizations (Ministry of the Interior Regulation No 84/2015). The government has not made any changes to the village organizational structure so in managing village development, the government does not have competent human resources to carry out analysis of development potential and impact which is a problem in adjusting development plans to the goals of the Village SDGs.

Changes in the village development system have indirectly demanded very large and fundamental changes to the way of management, in various organizational arrangements which include human resources, the ability of village heads to lead and direct the implementation of sustainable development, as well as control of activities of various forms. organization. Therefore, it is necessary to restructure the village government organization. The government needs to make changes to the existing village organizational structure policies by making adjustments to the current management of village development.

In addition, if referring to indicators of sustainable village development goals, then to achieve partnerships, the village government needs to establish cooperative relationships that can realize exports by the village and there is an increase in village statistics and commodities (Iskandar, 2020). However, at present, the cooperative relations that are established are only limited to carrying out their respective tasks without providing sustainable benefits for both parties from the existence of this cooperative relationship. So this is a challenge for the village and district governments in realizing cooperation that can improve the village economy.

CONCLUSION
The implementation of sustainable village development has not been able to support the accelerated achievement of national sustainable development goals. From the aspect of village institutions, there are still deficiencies in implementing sustainable development. The village development plan has not shown any benefit, has not analyzed the impacts that can be generated, has not fully adapted to the Village SDGs goals, and development plan activities to support the achievement of the Village SDGs are still not quite right. Lack of human resource capacity. Village officials do not fully understand the essence of implementing sustainable village development. The number of human resources is not proportional to the burden of sustainable village development. Village officials do not have the competence and expertise to support the achievement of sustainable village development goals. Policies regarding village organizational structures are not in line with the burden of achieving current village development goals. The partnerships that have been established so far have only been limited to the success of infrastructure development without creating sustainable benefits and realizing village exports as the aim of sustainable village development.

REFERENCES


Environment Direction.
