

## **Teamwork Strategy of the Development Planning Consultative Team of the Food Security Program**

**By**

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### **Abstract**

The research aims to analyze and explain the cooperation strategy of the village development planning deliberation team in developing food security programs in Kampar District, Indonesia. The nature of the research is qualitative with an analytical descriptive type. The number of informants was 12 people through the purposive sampling technique. The results concluded that in the teamwork strategy, there needed to be synchronization between the direction of village expenditure management policies with the potential of 701 Ha of non-productive village land and with the potential of 1,152 people in the workforce in Baru Village. The results showed that in the preparation stage, it was seen that there was no provision of accompanying experts, a lack of data and information about the state of village potential related to the food security productive economic community empowerment program, there was a delay in the deliberation from the February schedule to June. There was a tug-of-war between the community and the village government. There needed to be more time for the discussion stage and deepening the quality of the deliberation performance.

**Keywords:** Teamwork Strategy, Village Deliberation, Food Security, Indonesia

### **Introduction**

Development administration aims to achieve national development goals, especially in developing countries. This can be seen in various forms of administrative reform, especially in administrative planning. The scope of the discipline varies because there are differences in problems and environments between developing countries. Humans are motivated not to be passive recipients of public services and to be highly capable creatures in solving problems and facing various challenges. Based on the diagnosis conducted (Hamim & Indrastuti, 2019) shows that development inequality, suggesting a policy reorientation in planning methods (Hamim et al., 2020) shows that identifying environmental factors in question are political will, attitudes, and bureaucratic behavior, cultural norms, economic structures, and spatial and physical systems. In reality (Adnan & Hamim, 2019) shows that environmental factors are

rarely considered in the formulation of development planning and the design of development policies and programs.

The results of the study (Handika & Hamim, 2019) show that the planning and implementation of rural development strategies need public administration reform in rural governance, especially introducing fundamental changes in public management through the transformation of planning systems and the implementation of contextual and participatory development strategies that empower communities based on local potential and wisdom.

Furthermore, research results (Tamsan & Yusriadi, 2022; Yusriadi & Cahaya, 2022) show that the integrated contextual development strategy of the plantation, agriculture, livestock, fisheries, and industrialization sectors is not only for human food security but also for processing animal and fish feed. Presidential Regulation No. 66 of 2021 on National Food Security emphasizes Indonesia's policy direction to strengthen national food security. The agricultural sector occupies an increasingly central position and can fulfill food for 273 million Indonesians. Agricultural development must be detailed and broad-based; one funding source is village funds.

The Director General of Fiscal Balance emphasized that implementing activities financed from the Village Fund is prioritized in a self-managed manner using local resources, absorbing more labor from the village community. The Ministry of Villages stipulates Village Regulation Number 7 of 2021 concerning Priorities for the Use of Village Funds in 2022, one of which is meeting food security needs.

Research results (Cahaya et al., 2022; Nurman et al., 2022) show that organizations and institutions in Desa Baru, Kabupaten Kampar, in implementing village deliberations, need more knowledge and understanding in carrying out the main tasks and functions of the organization. The study (Tamsah et al., 2021; Zacharias, Rahawarin, et al., 2021; Zacharias, Yusriadi, et al., 2021) emphasized that strengthening village institutions in the preparation of village planning must have complete and accurate data and information about the village's social potential to facilitate the formulation of village development plans.

The village teamwork strategy is not only in the preparation, implementation, and post-implementation stages. Village teamwork is essential, including with the community institution, the Riau Malay Customary Institution, which is strong and can influence the performance of the village government. The effectiveness of a village meeting also requires teamwork from all elements involved. Many studies have shown that teamwork leads to greater efficiency and effectiveness.

Strengthening village institutions in the preparation of village planning must have complete and accurate data and information that can facilitate planning officers in preparing and preparing village development plans effectively. The data and information intended to support the preparation of village development planning include 1) Village administration; 2) Organization and management of the village government; 3) Village finances; 4) Village profile; 5) Other information related to village administration and community empowerment.

The purpose of village meetings in Indonesia is to implement a contextual planning model, namely planning based on natural potential and production-oriented products based on market demand, and participatory at the village level involving all components of the community, community institutions, the private sector, and other village governments in the village. However, there are indications that in Baru Village, not all components of the

community, community institutions, and the private sector have been involved in the village deliberation activities and have not been based on the natural and socio-cultural potential of the village.

The policy of Presidential Regulation of the Republic of Indonesia Number 66 of 2021 concerning National Food Security, the policy of the Directorate General of Fiscal Balance of the Republic of Indonesia emphasizes that the implementation of activities financed from village funds is prioritized in a self-managed manner using local resources, absorbing more labor from the village community. Furthermore, the policy of the Ministry of Village Development of Disadvantaged Regions of the Republic of Indonesia has stipulated Village Regulation Number 7 of 2021 concerning Priorities for the Use of Village Funds in 2022, one of which is meeting food security needs.

## Methods

The nature of the research is qualitative research with a descriptive-analytical type. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words in the form of interview results, pictures of events and observations in the form of records of events from people and observed behavior of phenomena that occur, and information obtained from informants. This research is located in Baru Village, Kampar Regency, Indonesia. This village was chosen because it has a robust Riau Malay Customary Institution that is expected to contribute to the aspirations and participation of the community in the food security development program, as well as having extensive abandoned and marginal land suitable for food crops. The research informants comprised the entire team that carried out the duties, functions, and authority to implement the village development planning deliberation in Desa Baru, Indonesia. Informants were determined following the aims and objectives of the research. Information was extracted using observation notes, photographs of events, and interviews. Data were presented and analyzed using qualitative methods.

## Result And Discussion

### *Potential and Development Issues of Baru Village*

The formulation of the village's six-year development program is based on the village's vision and mission and is elaborated in the design of each year. Beginning with the formation of a team formed by the village head, the draft is formulated by the team which is then submitted and asked for approval at the village meeting, then elaborated on the direction of the village expenditure management policy. The village government jointly conducts deliberations to discuss the budget needed for the year using indicators from previous years, which are then outlined in the village budget.

The implementation of the description of the village revenue and expenditure budget is further outlined in the budget implementation document prepared by the Head of Affairs and the Head of Section as the Executor of Budget Activities. Beginning with a village meeting attended by community leaders, religious leaders, and the village government in order to explore ideas to be discussed and agreed upon. From the exploration of these ideas, it can be seen what problems exist in the village and what needs are needed by the community so that the aspirations of all levels of society can be accommodated (Ilyas et al., 2022; Misnawati et al., 2022; Tamsah et al., 2020; Yusriadi, Awaluddin, et al., 2022).

As representatives of the community, the Village Representative Body plays an active role in assisting the village government in discussing and agreeing on the village development process, village governance, community empowerment, and community participation. In the process of village development, the village head and village government operational costs, operational allowances, and incentives will be determined.

The village government and the community discuss and agree on the development process program in the village, governance, community empowerment, community participation, operational funds for the village head, and village officials, village government operations. Operational allowances for community bodies, and incentives, in this case the preparation is urgent and must be done immediately in the sense of setting a priority scale.

At the beginning of the year, the government at the village to central level had to do two things. The first is to do the planning made the previous year. Second, make plans for the coming year. Both sides of the work were carried out concurrently in the same year. On this occasion, we will discuss the work side of planning for the coming year. It must be remembered that planning is tiered, starting from the village, sub-district, district, and provincial to central levels. Imagine if the village had just started preparing for planning in June; for example, planning at the center might only have been determined in December.

According to the village head, a village meeting is held on the day determined according to the invitation that has been distributed. The process of implementing deliberations is as follows:

1. Opening by the Village Head (5-10 minutes at the most).
2. Technical explanation of the implementation of the deliberations, reading the agenda and rules of the village (5-7 minutes)
3. Presentations from the Village Head regarding the evaluation of the previous year's implementation, the sub-district conveyed estimates of village indicators and sectoral development from the district and province that would be carried out in the village that year and the concept of sub-district regional development policies (for example inter-village cooperation).
4. Deliberation on Village Development Plans, including formulating priority issues and priority proposals for activities, agreeing on the names of the deliberation participants as village delegates in the sub-district deliberation forum to fight for village proposals.
5. Read out the minutes of the Musrenbangdes, the signing by the representatives of the participants, and the reading of the names of the participants who became village delegates.
6. Closing by the Village Head.

### ***Results of Village Budget Formulation Deliberations***

In the village government and the community in June 2020 deliberated to discuss the budget needed for a year using previous years' indicators outlined in the 2021 village budget. Even though it is four months later than it should be according to the provisions of the laws and regulations, at later than February 2020, this delay was acknowledged by the village head based on the results of the interviews conducted.

From interviews with village heads, it can be seen that the central, provincial, and district government programs that transfer funds must follow their directions; the food security program is more consumptive rather than productive, far from empowering the community. In

the future, commitment and integration are needed from all relevant agencies, capital, and coaching to marketing the results.

The study results (Idris et al., 2022; Kasim et al., 2022; Yusriadi et al., 2019, 2020; Yusriadi, Makkulawu Panyiw Kessi, et al., 2022) emphasize the need for an integrated and mutually complementary strategy for the development of all plantation, agriculture, animal husbandry, fisheries and industrialization, upstream and downstream sectors that are integrated into a centre for regional development, integrated and holistic. After post-harvest, farmers are also expected to be able to carry out post-harvest businesses with packaging processes and advanced product processing, such as animal feed and fish feed, so that they are more economical and have added value.

In Desa Baru, the planning for the development of food security at the 2020 deliberation has yet to have the same goal; in the future, it is necessary to cooperate with all deliberation teams in providing capital, production, and marketing of village food security products.

The Village deliberation team cooperation strategy is a process of selecting a series of decisions by the planning team involved in the formulation of village development planning documents sourced from village funds to decide on the formulation of goals and objectives of the annual work plan, activity implementers, activity time, place and location of activities, activity procedures, and activity budget.

Deliberation teamwork is the ability to work together to achieve a shared vision. The ability to direct individual achievement towards organizational goals, a group of people with different abilities, talents, experiences, and backgrounds who come together to achieve one goal. A collection of individuals who are interdependent on tasks and are jointly responsible for the results obtained. Indicators of teamwork, namely: 1) The same goal; 2) Enthusiasm; 3) clear roles and responsibilities; 4) Effective communication; 5) Conflict resolution (agreement in resolving conflicts); 6) Share power (sharing power); 7) Expertise possessed.

Each member of the deliberation team realized that they had one of the same goals: building food security for their welfare, increasing their income, and opening up employment opportunities. However, capital for food businesses from village fund sources is less available; village budgets have been prioritized in administering village administration and government operational costs, implementing urgent infrastructure development, and the field of disaster management, emergencies, and the urgency due to COVID-19.

The village has the potential to be developed for food; all village meeting teams are very supportive of capital, including allocations from village funds after COVID-19 is over. It is better if the village government not only depends on transfer assistance funds from the government, it needs to explore the village's source of income (Arifuddin et al., 2021; Hasmiaty et al., 2021; Nengsih, Tamsah, et al., 2021). Apart from that, form farmer groups and village cooperative businesses, then carry out guidance from related agencies for farming with capital from other sources of bank credit and joint venture partnerships with company funds. In the village, there are many companies in industrial areas; apart from that, they are also looking for social and religious funding sources.

Currently, capital for food businesses from village sources is less available, so it is necessary to increase village capital. Many people want to apply for business capital loans, including agriculture. However, in the deliberations, the government must prioritize additional capital funds for villages. Expert guidance is needed to improve community skills for food

crops. Previously, attempts were made to invest in fish ponds, but the results failed. This new village has the potential to be developed for food because there is still a large area of non-productive land.

Suppose a village wants productivity and competitiveness in a food security program. In that case, integration and complementarity is needed to develop all sectors of plantations, agriculture, livestock, fisheries, and industrialization, upstream and downstream, which are integrated into an integrated and holistic regional development center. After post-harvest, farmers are also expected to be able to carry out post-harvest businesses with packaging processes and advanced product processing, such as animal feed and fish feed, so that they are more economical and have added value.

This analysis is in line with the results of research (Ahmad et al., 2021; Harma et al., 2021; Sam et al., 2021) confirming that there are still some weaknesses in strategic planning in the public sector, such as errors in setting goals, difficulties in predicting the future, participatory planning processes that are less strategic, difficulties in formulating systematic performance indicators and tiered, difficulties in measuring performance and benefits, difficulties in determining programming and budgeting priorities.

### ***Strategy for Development of Food Security in Rural Areas***

Within the framework of reference for national development, a development that empowers people in rural areas must be the center of attention and shared responsibility. Building rural communities also mean building the majority of Indonesia's population. Besides having the potential for human resources, rural areas also have the potential for natural resources.

A development approach that favors the community's interests based on internal and external conditions constitutes key success factors, including potential, strengths, weaknesses, opportunities, and challenges, which cannot be ignored. Development strategies and policies that do not follow the wishes of the community and the potential that exists in rural areas are, of course, inefficient, given that villages in Indonesia have different characteristics from one village to another.

As has been explained that plans and programs for the economic development of agriculture, plantations, livestock, fisheries, industry, tourism, trade, and others must be adapted to the local social and natural potentials in the village and supported by big businessmen, then also linked with local, regional, national and international market opportunities.

The support of financial and human resources is needed from various parties: Regional Government, Universities, Large Companies, Banking, Training Centers, Cooperatives, Village-Owned Enterprises, Non-Governmental Organizations, and so on in the context of fostering farming communities and fishermen in the countryside.

The designation of the Village Fund, which is part of the provision of financial support from the Central Government, should also be synergistic with the funds provided by the provincial and district governments. The concept of using these funds must be clear, and it is very worrying if they are handed over directly to farmers if there is no direction and guidance for these farmers. Based on experience, these funds can shift from productive to consumptive purposes, and even leaks occur at the bureaucratic level. The selected companion should use a Higher Education Institution or an NGO with integrity in collaboration with related agencies.

Farming and fishing communities need funding support and guidance, especially for business management, land management, business efficiency and effectiveness, technical assistance, and product marketing guidance. Everything is done in the framework of learning and empowerment in the context of the self-sufficiency of farming and fishing communities.

Before this program is allocated to all villages for the initial stage, it is necessary to implement a program for pilot villages. The first stage is to study the analysis of natural potential and the potential of the local community to create a pilot village project in order to develop what types of businesses need to be developed, which are carried out in an integrated and integrated manner and require financial support and guidance from universities, NGOs, large private plantations, and related agencies.

In the next stage, working capital is provided in the form of production facilities needed by farmers, after which coaching is carried out, namely: selecting businesses based on village potential and linked to market opportunities, conducting training for farmer human resources, providing financial support, mechanized land management on a large scale, foster cooperative institutions, and apply technology. This is expected to give birth to a village that can be used as an example of the development of integrated agricultural businesses that have multiple effects in reducing poverty and ignorance.

From the potentials, weaknesses, opportunities, and challenges of developing community businesses in the villages mentioned above, if we examine the characteristics of business development in Riau Province, it could be in the form of opening plantations on a large scale with a policy of redistributing assets to farmers and fishermen based on the cooperation support of the government, private sector and the community. And consideration of characteristics of natural potential and market orientation (Fatmawati et al., 2021; Harisman et al., 2021; Islamia et al., 2021; Nasriani et al., 2021; Rusli et al., 2021).

One of the strategies implemented is that all plantation and agricultural activities are centered in a village cooperative as the center of economic institutions, and all program participants must become members. Once the community can manage its business, the village cooperative and its assets will be handed over. This is a process of community empowerment.

The business that can be carried out can be in the form of oil palm plantations or any plantation crop on a large scale that follows the conditions of the land and the farming culture of the local community demanded by the local, domestic, national, and international (export) markets, expected as income for the long term. While other businesses as intercrops or complements, such as broiler chickens and vegetable and fruit plants, are short-term income.

The rationale is that while waiting for 4-5 years of palm oil production, the income from intercropping crops and broiler chickens or fish ponds is expected to be a source to meet the daily needs of life or the consumption of local people. In addition, chicken manure can be used for oil palm plantations.

This bond is carried out in an agreement letter with a garden guarantee. However, after 4-5 years, if the long-term plantation crops have been produced, the community as program participants must now return the costs or capital they have received to the village cooperative in monthly installments without incurring interest costs over a very light period. Then the funds collected in the cooperative after 8-10 years apart from being used for business development are rolled back to people who have yet to receive the program by implementing the program using the same system.

There is a need for several rural development strategies for food security (Misnawati et al., 2021; Prakoso et al., 2021; Usman et al., 2020), including the need for integration and complementary development of all sectors of plantations, agriculture, livestock, fisheries, and industrialization, upstream and downstream, which are integrated into a center for developing development areas with management strategic, integrated and holistic development—strengthening production management, process, and marketing results. After post-harvest, farmers are also expected to be able to carry out post-harvest businesses with packaging processes and advanced product processing, such as animal feed and fish feed, so that they are more economical and have added value.

Need to direct the community to carry out agricultural activities according to land and market demand conditions. Only infrequently do rural communities understand how to do productive and efficient farming. This must be acknowledged because rural communities lack agricultural knowledge and technology. Through coaching to the formal and informal community, it will eventually be followed by other communities in the village, carrying out agricultural plantation. Activities that must always be productive and efficient must always be applied. Selecting plants according to the conditions of the land; for example, swampy soil may not be suitable for plants in upland areas. This includes climate and rainfall. The consequence is to save energy and costs in cultivating agriculture. Logically, plants will be fertile and develop well if planted in a place they like.

Moreover, it also gives priority to planted plants or businesses carried out in agricultural activities referring to market demand. If an agricultural product is always available on the market and is excessive, choose or prioritize agricultural products that are only sometimes available on the market. It is excessive, do not choose or prioritize agricultural products like this because it will decrease the selling price because, according to market law, goods are always available. At the same time, demand is reduced, then the price will fall (or vice versa). If agricultural production prices fall, it will undoubtedly affect agricultural income. In addition, farmers must also be directed to plant sacrificial crops, meaning that there is a combination of perennials (plantations) and secondary crops, food, horticultural crops, or crops; some of the results can be used for the daily needs of farmers, such as corn, sweet potatoes, beans nuts, fruits, turmeric, ginger, galangal, tomatoes, chilies. In addition, livestock: chickens, ducks, and goats.

## **Conclusion**

The village development planning deliberation team's cooperation strategy for developing a food security program funded from village funds in Kampar Regency from a qualitatively agreed process and decision point of view is in the poor category. In deliberations, most team members need more knowledge to argue for formulating the same goal (Arfan et al., 2021; Dana et al., 2021; Kusiani et al., 2021; Nellyanti et al., 2021; Nengsih, Syahrudin, et al., 2021; Rahmitasari et al., 2021; Saleh et al., 2021). Enthusiasm still needs more initiative but remains enthusiastic and actively participates in the process, despite lacking knowledge and sufficient discussion time. In carrying out their duties and functions, most of the participants at the level of human resources are still in high school. In communicating, most of the deliberation participants only listen and are passive. There are differing views on the priorities for developing food security, the resolution of which will be proposed in the future. There needs to be clarity in the division of powers between the village government, village institutions, and community representatives. According to the rules, most need help understanding the strategic importance of developing food security. Meanwhile, human



resources from the government are generally graduates and have a better understanding of deliberation material.

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