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by UIR Asrol

Submission date: 25-Jan-2024 09:16PM (UTC+0700)

Submission ID: 2278174608

File name: Nomor_16_Artikel.pdf (332.19K)

Word count: 4066

Character count: 24340

DEVELOPMENT OF INDIGENOUS AGENCY CAPACITY IN DEVELOPING STRATEGIC PARTNERSHIP WITH VILLAGE GOVERNMENT

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ABSTRACT: Village adat institutions in empirical practice can be formed by the village government and the community. The village adat institution formed has the task of assisting the village government and as a partner in empowering, preserving, and developing customs as a form of recognition of the customs of the village community. This research is classified as a qualitative descriptive research (qualitative descriptive research) that will illustrate the development of village government capacity. The importance of the existence of adat institutions in assisting and village government partners requires capacity building that enables village adat institutions to work effectively, efficiently, responsively and sustainably

The capacity building of village customary institutions is seen from the dimensions of human resources, organizations and networks that have not been running well. In the dimension of human resources, training has been carried out, but the training that has been carried out substantially has not yet touched in relation to the task of helping and partners of the village government

Keywords: capacity, customary institutions, partnerships and village government.

INTRODUCTION

The working relationship between the village adat institutions and the village government is a partnership. The presence of village customary institutions in the administration of government at the village level is to support the achievement of village development in creating community welfare based on local wisdom. The presence of customary institutions in assisting and village government partners requires capacity building for village customary institutions to be able to adjust to the times. The existence of traditional institutions in the midst of community life is an institution that carries out the function of customs and is part of the original arrangement of the village that grows and develops on the initiative of the village community. In addition to carrying out the function of these customs, the existence of adat institutions is also present to help the village government and as partners in empowering, preserving and developing the customs of the village community. Therefore Government Regulation Number 47/2015 concerning Amendment to Government Regulation Number 43 of 2014 concerning Regulations for the Implementation of Village Law mandating Village Adat Institutions can be formed by the Village Government.

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The village government is the leading unit in service to the community and a strategic milestone for the success of all programs. Therefore, efforts to strengthen villages are a step to accelerate the realization of community welfare (Widjaja, 2003: 76). One of the efforts to strengthen the village government is to utilize the potential that exists in the village, one of the potentials that exists is the presence of village adat institutions in assisting and implementing partners in village administration. The village government has the role of creating a climate that encourages the growth of community initiatives and initiatives, carried out through development messages, directing participation that is realized in the utilization of existing funds (Adisasmita, 2006: 11); Management of social processes in society, how to create democratic life, provide social services, a sense of peace, and justice (Dwipayana and Eko 2003: 33, Typical Effendy 2008: 28); Moving the community so that it can become one of the important forces in the development process (Pambudi, 2003: 18).

Furthermore, Solekhan (2014: 52) sees the village government as having the task of carrying out government, development and community affairs.

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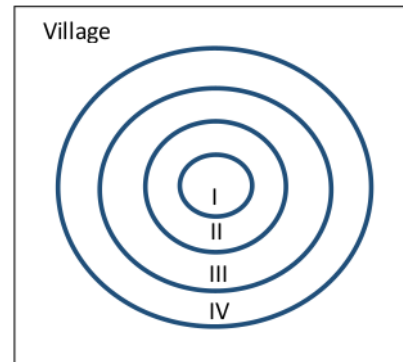
Because it is seen in terms of functions, the village government has functions:

- 1) Carry out village household affairs;
- 2) Carry out community development and development;
- 3) Carry out rural economic development;
- 4) Carry out community participation and self-help development;
- 5) Carry out fostering peace and order in the community;
- 6) Carry out disputes and other deliberations.

The main problem facing developing countries lies in poor and underdeveloped villages. The main cause is the lack of education, organization and discipline. The village as an intermediary structure and agent of change turned out to be unable to carry out its functions according to the situation and conditions (Schumacher, 1979: 155). One of the rational issues in realizing village government that is capable of carrying out development activities is to utilize wisdom at the village level by making adat institutions as partners capable of providing positive change at the village level. In order for the village adat institution to be able to carry out its role in assisting and as a partner of the village government, now it is necessary to develop the capacity of the village adat institution.

Capacity building is a concept that sees things multidimensionally, therefore the approach used for capacity building at the village level must pay attention to rural conditions. According to Wasistiono (2006: 70) if viewed from the standpoint of privilege, the rural area is a dynamic interaction between systems that are structurally composed of 4 (four) subsystems that make up the village. The interactive behavior of each of these subsystems can provide specific outputs as goals and objectives of rural development. By knowing this basic element, it can be directed to support the final output of reaching towards rural communities, namely improving the welfare of the village community as a whole. The four elements of village capacity include: leadership, village government institutions, social resources, and the environment and infrastructure.

Figure: Interaction of Village Subsystems



Information:

- First (I): Leadership Subsystem concerning Leadership
- Second (II): Village Government Institutional Subsystem concerning Governance
- Third (III): Social Resources Subsystem concerning Community Governance
- Fourth (IV): Environmental and Infrastructure Subsystems related to Spatial Planning

Source: Wasistiono, (2006: 71)

The existence of traditional institutions in the midst of the influence of globalization at this time is very important to preserve the values of customs. The traditional values that exist and develop in the village community are local wisdom that is able to support the activities of the village government in the development, empowerment and fostering of people's lives and even the traditional institutions become strategic partners of the village government in accelerating the success of development. So the role played by customary institutions is not only the role of adat or customary issues, but the role that involves in the field of government.

This is also supported by the birth the village law has placed the village as a hybrid organization between the governing community (Self Governing Community) and the local government (Local Self Government). The importance of the village has a working relations with traditional institutions because the village must regulate and manage their villages in accordance with the authority as a village Self Governing community. Then specifically when viewed from the implementation of village governance involving many parties (multipartner governance), including village

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customary institutions. In Article 10 (1) Permenda² No. 18 of 2018 mentions village customary institutions tasked with assisting the Village Government and as partners in empowering, preserving, and developing customs as a form of recognition of the customs of village communities

Capacity building is broader than organizational development because it includes an emphasis on the overall system, environment or context in which individuals, organizations and communities operate and interact (UNDP, 1998). Implied that capacity building is a form of effort to make improvements in an effort to achieve goals, explicitly conveyed by Kathy Sessions (1993: 15) defines capacity building as an effort to assist governments, communities¹⁷ or individuals in developing the expertise and skills needed to realize their goals. Capacity building programs are often designed to strengthen their ability to evaluate their policy choices and execute their decisions effectively.

There are two emphasis concerns relating to capacity development, first relating to developing existing capabilities and second, building capacity that does not yet exist. Besides¹³ capacity building is also a process, Brown (2001: 11) Capacity building is a process that can improve the ability of a person, group, organization, or system to¹⁰ achieve goals or to perform better. UNDP (1997: 3) Capacity building is the process by which individuals, organizations, institutions and communities develop the ability (individual and collective) to perform functions, solve problems and set and achieve goals.

After understanding capacity and capacity building, there are several dimensions or approaches in capacity building for communities, community organizations and village customary institutions, one of which was stated by Eade (1997) who said capacity building was basically an organizational characteristic associated with empowerment, civil society and public participation. Eade said there are three main strategies in capacity building, namely: (1) individual level; (2) organizational level; and (3) network. Sees capacity building open to a number of different interpretations. On one hand it has to do with building organizational capacity to survive on the other hand to fulfill their mission (Eade, 1997: 35). The existence of capacity building on the grounds that many practices are more maintain power than empowering (Eade, 2007: 630). Eade sees capacity development in non-governmental organizations and civil society which can be seen in the following table:

Table 1. Understanding Capacity Building in NGOs and Civil Society from the Understanding, Process and⁴ Final Destination Perspective

	Capacity building as means	Capacity building as process	Capacity building as ends

Capacity building in the NGO	Strengthen organization to perform specified activities (one which may be to build capacity among primary stakeholders	The process of reflection of leadership, inspiration, adaptation and search for greater coherence between NGO missions, structure and activities	Strengthen NGOs to survive and fulfill its mission, as defined by the organization
Capacity building in civil society	Strengthen capacity of primary stakeholders to implement defined activities	Fostering communication: processes of debate, relationship building, conflict resolution and improved ability of society to deal with its differences	Strengthen capacity of primary stakeholders to participate in the political and socio-economic arena according to the objectives defined by them

(Source: Deborah Eade, 1997: 35)

However, in its development, the phenomenon in the field of the capacity of traditional institutions in assisting and village government partners seen from human resources, organizations, networks and systems has not been optimal in practice. Based on the phenomena in the field, adat institutions in the village need to get capacity development as seen from human resources, organizations and networks. The importance of developing the capacity of adat institutions as village government partners is expected to improve the performance of village adat institutions that are effective, efficient, responsive and sustainable in village governance.

¹⁸ Research Methods

This study is classified as a qualitative descriptive research that will illustrate the development of village governance capacity. The study was conducted in Bengkalis Regency, Riau Province with data collection techniques consisting of interviews, observation and documentation. In analyzing this qualitative data from author uses an Interactive Model consisting of: (1) data collection; (2) data reduction; (3) data presentation; and (4) drawing conclusions / verification.

Results and Discussions

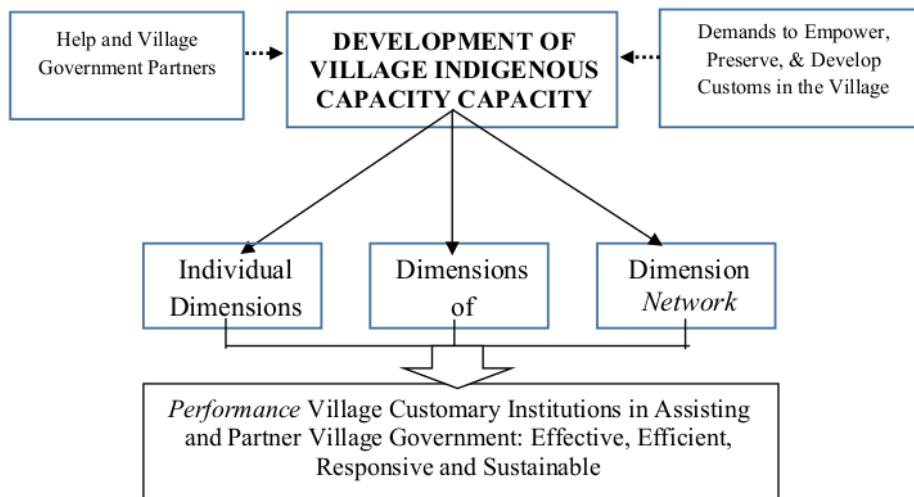
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The existence of village customary institutions in assisting and village government partners has been very much needed. The main role of traditional village institutions is community strengthening and social control. The development of the capacity of the village customary institutions is part of empowerment which is an important and priority part because the problems of governance, development, economy, social and community including peace and order of the community are identified as being able to be resolved well with the existence of the village adat institutions. Therefore, its existence must be respected, highly respected, and grown to advance the progress of village development and the welfare of the village community. However, in accordance with the development of the era of the existence of village customary institutions requires capacity development, especially¹² faced with their presence in helping and partners of the village government. In this study the development of village government capacity is directed at the human resource dimension, the organizational dimension, and the network dimension.

are to present the human resources of the traditional institutions that are capable of carrying out their duties and functions.

Capacity building in the form of training, based on the results of research found in 2016 there was a training for village customary institutions which was initiated by the Village Community Empowerment Office with the title "Training of Village Community Institutions (For Adat Institution Managers) in Bengkalis Regency". The training conducted is important to be carried out where the presence of the Village Adat Institution plays a major role in village development. Moreover, the traditional village institution consists of elements and community leaders who know the problems of the village community and the potential that exists in the village. Next in 2018 there was also a training for village customary institutions which was initiated by the Village Community Empowerment Agency, Riau Bengkalis Malay Customary Institution,

Figure 2. Research Framework



Source: Research Modifications, 2019

DIMENSIONS OF HUMAN RESOURCES

Based on research carried out in developing the human resource capacity of village adat institutions, it can be done in the form of activities: 1) training, 2) working conditions, and 3) financial support. The series of activities to develop the capacity of the human resources of the village customary institutions identified in this study

The development of the human resources of traditional village institutions that are capable of carrying out their tasks and functions needs to be supported through adequate working environment conditions. Based on the results of research in Bengkalis Regency, Sukajadi Village Government has provided infrastructure

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suggestion¹¹ support the task of village customary institutions to assist village governments and as partners in empower, preserve, and develop customs as a form of recognition towards the customs of the village community. However, based on research conducted, the facilities and infrastructure owned are not utilized optimally by village customary institutions.

Then the results of this study also found that financial support is also one of the activities that can be done to strengthen the human resources of traditional village institutions. The facts found in the field of the village government through the Village Fund Allocation has budgeted annually financial assistance for the activities of village adat institutions. But the financial assistance available so far has not been clear about its contribution in helping and village government partners develop the customs in the village.

DIMENSIONS OF ORGANIZATION

The organizational dimension in this research is to optimize the duties and functions of village customary institutions in assisting and partnering with the village government. Village adat institutions play an important role in empower, preserve, and develop customs as a form of recognition towards the customs of the village community. Based on the results of research conducted by the village customary Lemabag⁵ organizations that were formed in 2015 are not optimal in carrying out their duties and functions. Agreeing with Johnston and Clark one of the scope of failure in the village development program is the failure to create appropriate organizations to solve problems at the local level (in Karsyno and Stepanek, 1985: 218). The researcher found the same thing with the facts on the ground that the organization of village adat institutions¹⁶ had been formed did not yet have a clear direction in carrying out their duties and functions.

Based on the results of the study there are several capacity building activities that can be carried out in the organizational dimension, namely through: 1) leadership, 2) communication, and 3) managerial structure. The leadership in this study is the key to an organization's success in carrying out its tasks and functions. During this time the leadership carried out by the chairman of the village customary institution has not directed the organization in achieving its goals, especially in develop consensus agreement for decision making in village deliberations and develop cooperation¹⁶ with other social institutions. Improving performance in carrying out the duties and functions of village customary institutions requires good communication between members of the organization. While the facts on the ground found that there was not yet good communication between the people in the organization of village adat institutions, so that various activities that could be optimized in assisting and village government partners were hampered.

Next related to the existing managerial structure based on the results of research found the composition and relationship between each section and the existing position in an organization of village adat institutions has not been described. The managerial structure functions to clearly illustrate the separation of work activities from the duties and functions of one another and how the relationships created to achieve the goals that are aspired.

DIMENSIONS OF THE NETWORK

The optimization of the duties and functions of the village customary institution requires a strong working network between the village customary institution and other elements in the community. Various activities to develop the customs and values¹⁸ for peace, peace and order of the village community based on the results of the research require a network that is not only with the village government but also with social institutions in the village. The network created can be consultative or coordinative. The facts explain the dimensions of the network with the focus on the workings of village customary institutions with other parties to support the task of assisting the village government and as partners in empowering, preserving, and developing customs can be done with several development activities namely: 1) collaboration, 2) coordination, and 3) formal and informal interaction⁵.

In carrying out its duties and functions village customary institutions need to collaborate with customary stakeholders and social institutions such as the Community Empowerment Institute, Youth Organization, Neighborhood Association and Community Members. Then village customary institutions need to coordinate with village customary institutions and customary stakeholders with regard to empowering, preserving, and developing customs. Finally, formal and informal interactions are needed by the village customary institutions in carrying out their duties and functions.

CONCLUSION

Based on the results of the study it can be concluded that the capacity building of village customary institutions is seen from the dimensions of human resources, organizations and networks that have not been running well. In the dimension of human resources, training has been carried out, but the training that has been carried out substantially has not yet touched in relation to the task of helping and partners of the village government. Then financial support and infrastructure facilities have not been able to be optimized to support the duties of traditional village institutions. Furthermore, the organizational dimension of the absence of leadership, communication and managerial structures has hampered the duties and functions of village customary institutions. Finally related to the dimensions of the network in the

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form of collaboration and coordination activities have not been created in supporting the task of helping and partners of the village government to empower, preserve, and develop customs.

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