

# ELEMENTS FOR EVALUATING RURAL DEVELOPMENT PERFORMANCES

*by* Kiagus Muhammad Sobri

---

**Submission date:** 17-May-2023 11:24AM (UTC+0700)

**Submission ID:** 2095171148

**File name:** Jurnal\_Scopus\_2020b.pdf (1.05M)

**Word count:** 7196

**Character count:** 41783

# ELEMENTS FOR EVALUATING RURAL DEVELOPMENT PERFORMANCES

M.Sobri, Muhammad Husni Thamrin, Sena Putra Prabujaya

<sup>1</sup>Faculty of Social and Political Science, University of Sriwijaya, Indonesia

---

## ABSTRACT

According to Law Number 6 of 2014 concerning Villages, Village Development is an effort to improve the quality of life the greatest welfare of the village community. The Law explains that village development in this case, covers four fields of development, namely the implementation of village governance, implementation of village development, village community development and empowerment of village communities. The village development focused on the four development areas to emphasize the essence of the village law, to give greater authority to the village to become the object of development as well as the subject of development. Building Indonesia from the periphery by strengthening the regions and villages is the third Nawacita which is one of the agenda of the implementation Law No. 6 of 2014 concerning Villages, systematically, consistently and continuously with facilitation, supervision and assistance. The low numbers of community participation in village institutions in the activities has caused rural communities to be merely positioned as development objects or targets. As a result, the participation is still limited. In general, many natural potentials in villages that are still subsistent managed, as a result of the inability to use technology, low education and the villagers' acceptances of their conditions. The role of leaders becomes important in encourage initiatives, awareness, and participation of communities in creating an independent village that are able to be develop.

**Keywords:** Village facilitator, community participation, independent village

---

## INTRODUCTION

The village is a legal unit of community that has territorial limits and authority to regulate and manage people. The interests of the local community based on community initiatives, origin rights, and / or traditional rights recognized and respected by the system of government Unitary State of the Republic of Indonesia (article 1 paragraph (1) Law Number 6 of 2014 concerning Villages). The enactment of Law No. 6 of 2014, affirms the political and constitutional commitment that the state protects and empowers the village to be strong, advanced, independent, and democratic so it can create a strong foundation in implementing government and development. The rules and regulations of village intend to make the village in responds towards the process of modernization, globalization and democratic that may continue to develop without losing their identity.

Strengthening and empowering rural communities is in line with the third Nawacita, namely "To build Indonesia from the periphery by strengthening regions and villages." One of the great agendas is to manage the implementation of the Village Law in a systematic, consistent and sustainable manner with facilitation, supervision and assistance. Village assistance is not only about carrying out the mandate of the Village Law, but have authority to change and recreate an independent village from capital to guard village. Village assistance does not responsible towards the implementation of projects in the village, nor assisting and supervising the use of village funds, but they have to provide full commitment to the village.

Village Assistance is an activity to carry out community empowerment actions through assistance, organization, direction and facilitation of the Village. Regulations concerning understanding, duties, qualifications and recruitment processes. Professional assistants are regulate in Permendesa no. 3 of 2015 concerning Village Assistance.

Professional companion consists of 3 levels, namely:

1. Village facilitator (domiciled in the sub-district)
2. Technical companion (domiciled in the district)
3. Community Empowerment Experts (based in Central and Provincial)

The objectives of village assistance include: 1) increasing the capacity, effectiveness and accountability of village government and village development; 2) increasing village community initiatives, awareness and participation in participatory village development; 3) increasing the synergy of development programs between sectors; and 4) optimizing village local assets in an emancipatory manner.

Village Companion according to Permendesa no. 3 of 2015 is a professional escort in charge of assisting the village in the implementation of village development and empowerment of the village community.

Village Companions undergo several tasks, including:

1. Assisting the village in planning, implementing and monitoring village development and empowering the village community;
2. Assisting the village in carrying out management of basic social services, development of village economic enterprises, utilization of natural resources and appropriate technology, development of village infrastructure, and empowerment of village communities;
3. To increase capacity for Village Governments, Village community institutions in terms of development and empowerment of village communities;
4. Organizing within village community groups;
5. Increase capacity for the Village Community Empowerment Cadre and encourage the creation of new Village development cadres;
6. Accompanying villages in participatory rural development; and coordinating assistance at the sub-district level and facilitating reports on the implementation of assistance by the Camat to the District / City Governments.

Utang Saepuloh, Head of Karangresik Village, Jamanis Subdistrict, Tasikmalaya Regency, stated (Baraknews.com 30/5) "the performance of sub-district village assistant staff whose function is to pay attention to and assist each village office work related to the smooth allocation of Village Funds from the Revenue Budget State Expenditures (APBN), until now, especially Village Facilitators in Jamanis District, Tasikmalaya Regency, according to him, have not been able to work professionally and effectively.

"The word Debt should be, the Village Companion Team is Standbye at the subdistrict office in their respective duties, so that when there are problems that are not understood by the village officials, it is not difficult to meet and can directly ask and ask for directions, and at least one week monitoring each the village office in the area of duty, to be more effective and help assist in directing the performance of all village officials, especially in terms of the stages of disbursement and Village Fund (DD) allocation, for the smooth development of each rural area ".

"Until now, Debt is added, the Village Facilitation Team in Jamanis Subdistrict is considered unable to work effectively in helping to carry out all phases related to the Village Fund (DD) program, even though they have to actually accompany the work, starting from the design of the program plan allocation, making a proposal for the disbursement of the Village Fund budget, if the Village Facilitator

team works effectively, at least it can provide guidance on knowledge in terms of making the correct proposal, so it can be quickly responded to by the government, and does not hamper village development work plans.

Then, Executive Director of the Regional Autonomy Implementation Monitoring Committee (KPPOD) Robert EndiJaweng said that many village heads complained because the qualifications of the assistant staff were not as they needed. "The more they work as data collectors. Or if he is involved in village funds, these assistants only focus on bringing money from the district to the village or how to transfer it. But then what money is managed is no longer the area of attention of the companions," said Robert EndiJaweng during a discussion entitled 'Village Funds for Whom', in Cikini, Jakarta, Saturday (08/19/2017).

This study focuses on the low participation of the community and village institutions in the activities of planning, implementing and controlling village development and the preservation of development outcomes. One of the root causes is that so far, the village community has been positioned as an object or target of development (Kartasasmita, 1996: 144). As a result, existing participation is still limited to the use of results. Thus, the level of participation in development is still limited, namely physical participation without a broad role from planning to evaluation.

This research covers villages in Muara Enim Regency which have great potential, but have not been maximally empowered. Ideally, they can be maximally developed, so that they can improve community welfare. This opportunity can be utilized by encouraging initiatives and community participation in every aspect from the aspects of planning, implementing, controlling and evaluating village development

## **Village Companion Performances**

### **a. Understanding of Performance**

The term performance comes from the word performance (the implementation of a responsibility) that is a work more emphasized in the process, where during the execution of the work carried out improvements so that the achievement of work results or performance can be optimized. Assessment of a job determines the position of the ratio of jobs in an organization (Haynes in Sinambela, 2012: 5, Prawirosentono, 1999: 2).

Performance is the result or level of success of a person or the whole during a certain period in carrying out the task compared to various possibilities, such as work results standards, targets and targets or criteria that have been determined in advance and have been mutually agreed upon. Employee performance is defined as the ability of employees to do certain skills. Employee performance is very necessary, because with this performance it will be known how far the ability of employees to carry out the tasks charged. Employee performance must be managed, because without the assignment of clear assignments and directives employees will not be maximal in carrying out their work (Sinambela, 2012: 5).

Employee performance can be seen in 3 criteria according to Robbins (1996: 75), namely:

- i. Individual assignments. Assessing the results of employee duties can be done on a business entity that has set performance standards according to the type of work, which is assessed based on performance standards in accordance with the type of work, which is assessed based on a certain period of time. If the employee can reach the specified standard, the results of the work are good.
- ii. Behavior, the company certainly consists of many employees both subordinates and superiors and can be said to be a working group that has different behaviors because an employee is required to have good and right behavior in accordance with their respective jobs.
- iii. Characteristics, this is the weakest part of the existing performance criteria. The characteristics or nature of employees generally last long and remain all the time, but the existence of changes and interference from outside parties such as holding training will affect work in several ways.



Based on some definitions of performance above, it can be interpreted that performance is the implementation of a work in accordance with its responsibilities so as to achieve results in accordance with the expected, which are oriented to the standard results of performance

### **b. Village Assistance Task**

Based on the Village Minister's Regulation Number 3 of 2015 concerning Village Assistance in article 12, the task of Local Village Facilitators is:

- i. Accompany the village in planning, implementing and monitoring village development and empowering village communities. As experts, assistance in improving village governance must be carried out so that village development and village progress can be realized.
- ii. Accompany the village in carrying out management of basic social services, development of village economic enterprises, utilization of natural resources and appropriate technology, development of village infrastructure, and empowerment of village communities.
- iii. Carry out capacity building for village government, village community institutions in terms of development and empowerment of village communities.
- iv. Organizing within village community groups. Village assistance is very influential in assisting groups within the community. Existing groups must be organized so they can develop and be able to advance the village.
- v. Increase capacity for cadres to empower village communities and encourage the creation of new village development cadres. Increasing human resources is important for the realization of participatory village development, therefore village facilitators must be able to increase the capacity of community empowerment cadres.
- vi. Accompanying villages in participatory rural area development. Not only assistance to village officials, village assistance also aims to increase community participation in the development of environmentally sound rural areas. Because village development can be realized if the implementation involves all village officials and the entire community.
- vii. Coordinate assistance at the sub-district level and facilitate reports on the implementation of assistance by the Camat to the District / City Governments.
- viii. Increasing the synergy of rural development programs between sectors so that rural development can be realized in its implementation not only involving one sector but there must be several sectors both from the economic sector and the national security sector.
- ix. Optimizing village local assets securely. Local village assets in supporting village development must be used optimally and wisely. Therefore, the optimization of the village's local assets by village facilitators is needed to support village development.

### **c. Concept of Independent Village Development**

#### **i. Definition of Village Development**

Village development is an integral part of national development, and is an effort to improve the quality of rural human resources and the community as a whole that is carried out sustainably based on the potential and capabilities of the village. In the implementation of village development, it should refer to the achievement of the goals of development, namely to realize the lives of rural communities that are independent, advanced, prosperous, and just (Adisasmita, 2006: 3).

The development philosophy that is based on the classic paradigm (trickle-down effect) is a development mechanism that is top-down in nature. The concept is also based on high growth targets through increasing productivity and complexity of production (production development center) (Adisasmita, 2013: 4).

Village development has a very important role in the context of national development because it covers the largest part of the national territory. Development of village communities must be improved to support village development. development of rural communities can be done through the development of the capacity of human

resources in the countryside so that creativity and activities can develop and their environmental awareness is higher.

The village government has a very influential role, especially in efforts to create a climate that encourages the growth of initiatives and self-help in rural communities, which are carried out through the delivery of development messages, directing the community to participate in development and channeling community aspirations. The participation of the village community is manifested in the form of mobilizing and utilizing the existing funds and resources in the community to increase development activities in rural areas.

Based on the understanding of village development, it can be interpreted that rural development is a concept of rural-based development while still paying attention to the social and cultural characteristics of people living in rural areas. Village development is expected to be a solution to the social change of the village community and make the village the basis of change.

The purpose of village development is divided into 2, namely long-term village development and short-term village development. The long-term goal of the village is the realization of an increase in the welfare of the village community which is directly carried out through increasing employment opportunities, business opportunities and income based on the community development approach, business development and human development, and indirectly laying solid foundations for national development. While the short-term development goal is to increase effectiveness and efficiency in the implementation of economic activities and in the utilization of human resources and natural resources (Adisasmita, 2013: 57).

Spatial village development can be formulated, namely the creation of rural areas that are independent, environmentally sound, harmonious, harmonious and in synergy with other rural areas through comprehensive and sustainable development for the realization of a peaceful, democratic, just, competitive, advanced and prosperous society (Adisasmita, 2006: 22).

In essence the general goal of village development is to improve the quality of life of rural communities through the achievement of sustainable social and economic progress while still paying attention to equal rights and upholding the principles of justice for the community as a whole. From the understanding of village development, it can be interpreted that the purpose of village development is an effort made to improve the quality of life of the community as a whole. Village development is carried out in the context of interventions to reduce the level of disparity in progress between rural and urban areas as a result of economic development.

## ii. Village Development Strategy

The development of village communities is part of community development directed at institutional development and community participation in improving welfare in rural areas. Each country implements development strategies to solve the problems faced, especially concerning population growth, poverty, urbanization, and community unemployment.

To realize the objectives of village development, there are four types of strategies according to Adisasmita (2013: 76), namely:

### 1. Growth Strategy (The Growth Strategy)

The growth strategy is intended to achieve a rapid increase in economic value through increasing population income, productivity in the agricultural sector,

capital, employment opportunities and increased consumption capacity of rural communities.

## 2. Welfare Strategy (The Welfare Strategy)

The welfare strategy is basically intended to improve the standard of living or welfare of the rural population through service and improvement of large-scale or national social development programs.

## 3. Response Strategy towards Community Needs (The Responsive Strategy)

This strategy is a reaction to the welfare strategy that is intended to respond to the needs formulated by the community itself with self-need and assistance to facilitate independent business through the procurement of technology and the availability of resources that are appropriate to the needs of the village.

## 4. The Integrated or Holistic Strategy

The integrated and holistic strategy wants to achieve goals that are related to the continuity of growth, equality, prosperity and active participation of the community in the process of rural development.

From the explanation of the village development strategy, it can be interpreted that the village development strategy is intended so that the independence of the village and goals related to the sustainability of growth and prosperity can be achieved.

### iii. Community Participation

The definition of participation according to Wang (in Tjenreng, 1988: 58) is an action taken by individuals and groups to reflect their own interest or to contribute to their energy and resources to institutions (and system) which govern their lives. Keith Davis (in Ndraha, 1985: 7) explains that: Participation is defined as individualistic, mental and emotional involvement in a group situation that threatens to contribute to goal groups and to share responsibility for them.

Based on the two opinions above can be limited to the concept of participation is the involvement of a person or group of people in a situation to unite their interests, or to develop energy and other resources to institutions or systems that regulate and achieve their life goals and take responsibility for them.

Whereas society as a translation of the term society is a group of people who form a semi-closed (or semi-open) system, where most of the interactions are between individuals in the group. More abstractly, a society is a network of relationships between entities. Society is an interdependent community (interdependent with one another). Generally, the term community is used to refer to a group of people who live together in an organized community. According to Syaikh Taqyuddin An-Nabhani, a group of humans can be said to be a society if they have the same thoughts, feelings, and systems / rules. With these similarities, humans then interact with each other based on benefit.

The word society comes from Latin, *societas*, which means friendship with others. *Societas* is derived from the word *socius* which means friend, so the meaning of society is closely related to the word social. Implicitly, the word society implies that each member has the same attention and interest in achieving common goals

The public is about people or communities, owned by the community, and is related to, or influences a nation, country, or community. The public is usually opposed to private or private, such as to public companies, or a road.

The public is also sometimes defined as the society of a nation that is not affiliated with the government of the nation. In Indonesian, the use of the word "public" is often replaced with "public", for example public companies and public companies.



Therefore, what is meant by the community in this study is the public, namely the community that is related to, or influences a nation or community.

#### a. Village Companion Performance

Village facilitators, often understood lay as a scholar who has extensive knowledge and knowledge, whose duty is to assist village officials in building physical and village facilities. In fact, the task of a village assistant, especially a local village facilitator, is actually even tougher. The six roles mentioned above are part of the progress assessment in the development stage. As stated in the book "Village Authority and Village Regulation". Village assistance not only accompanies the implementation of projects that enter the village, but also accompanies and supervises the use of the Village Fund, but provides full assistance to the village. "It should be as a whole, so he must assist in total not only escorting the running of the village administration system, village finance, and building village facilities. But furthermore, how to build a village can be more independent and develop so that the village is prosperous. The village facilitators have a big mission to empower the village to be able to make the village an advanced, strong, independent and democratic independent community. "That is, this companion must be able to bring the village into a community that is able to regulate its governance system, build its welfare, and be independent.

Mentoring activities, ranging from developing government capacity, organizing and building critical awareness of community members, strengthening community organizations, facilitating participatory development, facilitating and strengthening village meetings as an arena for democracy and local accountability, knitting networks and village cooperation, to fill spaces empty between the government and the community. "Village facilitators must work full time, to develop a complete and democratic system of government in the village, amid the economic welfare of their citizens.

The sub-district Village Facilitator Team should be effective and professional in paying attention to and assisting the work steps of each village office, for the smooth development of the Village Fund Program (DD) from the State Budget (APBN) source in each sub-district, up to now the village's supporting performance considered still ineffective and unprofessional, thus hampering work plans.

Village assistance is an implementation of the program of the Government and Village Ministers, Disadvantaged Regions and Transmigration to implement accelerated development in the village. Village assistance is carried out so that equitable development and accelerated development in the village can be achieved quickly. Facilitation of the implementation of village governance, village development, village community development and empowerment of village communities needs to be done to encourage the priority of the use of village funds. with the development carried out by the government in village assistance and empowerment of village communities it is hoped that it can foster community participation in village development.

The Village Law mandates the Government, Provincial Government and Regency / City Government to conduct guidance and supervision in the framework of implementing Law Number 6 of 2014 concerning Villages, including community empowerment. Community empowerment is carried out through mentoring activities, in planning, implementing and monitoring the development of villages and rural areas. Assistance in the context of the Village Law is more emphasized in the framework of community empowerment, village government, original institutions and / or those already in the village and conducting guidance and supervision by the Government, Provincial and Regency Governments.

Facing the challenges of the times of progress, the credibility of the Village Local Facilitators was tested to be able to carry out the responsibility of mentoring village governance well. The existence of a bad image phenomenon Local Village Companion in the eyes of the community and there are still many village development agendas that must be fulfilled to make the performance of the Local Village Facilitator again questioned. What is the performance of Local Village Facilitators, whether it is as expected?

A performance is measured based on certain assessment criteria and standards. To find out the description of this research, a systematic framework for solving problems is needed (Awang, Jindal-Snape



& Barber, 2019). The thinking framework is a conceptual model of how the theory of relationships with various factors has been identified as an important problem.

The assistance to the village in principle is an effort to mobilize the potential that exists in the village that the village is able to utilize the potential it has for changes in a direction that is better in terms of economic, political, social and cultural. Therefore, village assistance cannot be seen and interpreted as an activity to help the village carry out technocratic and administrative aspects only. Moreover, village assistance is an activity to change the values contained in the Village Law so that it can be implemented

### **b. Assessment of Village Companion Performance**

The leader used motivation appraisal technique in improving employees' performance of work, develop personal abilities, and improve their capability, thud in the future they are influenced by feedback about past performance and development. Assessments of performance use to compare various jobs using formal and systematic procedures to determine a sequence of levels of work (Simamora in Sinambela, 2012: 47).

Work appraisal is the process which an organization evaluates the implementation of individual work. In assessing performance, employee contributions to the organization are assessed for a certain period. Feedback from performance (performance feedback) allows employees to know how well they are at work. Overall performance evaluation (performance appraisal) is a different process from work evaluation (job evaluation). Performance appraisal is regarding how well someone does the work given. Job evaluation determines how high the price of a job for an organization (Sinambela, 2012: 47).

Performance appraisal is a mechanism to ensure that people at every level are doing tasks according to the way their leader wants them to. Performance appraisal determines position in a job. Performance appraisal is also a measure that can be used to determine fair outcomes based on job level and level of achievement (Rao in Sinambela, 1996: 1).

Based on the above opinion, it can be interpreted that performance appraisal is an evaluation of the work process carried out that relates to the standard of work that has been determined. A job must be evaluated to find out how much achievement the work has done.

### **c. Objectives of Village Performance Appraisal**

The appraisal of performance method is important to, considering whether good or bad a performance. Appraisal will be influence by the valuation method that has been chosen and implemented. Job assessment is a part of an important management function and for an organization designs a performance. Appraisal program provide information regarding the achievement of performance.

The objectives of performance appraisal according to Cummings and Donald (Sinambela, 2012: 61) are:

- i. To reach an evaluative conclusion or one that gives consideration towards employee performance.
- ii. To identify the need for training and development.
- iii. To develop various works through programs that have been implemented.

Performance assessments carried out with the aim of (Sastrohadiwiryono 2003: 233):

- i. Data source for labour planning and long-term development activities for the company concerned.
- ii. Advice the needs to be conveyed to the workforce in the company.
- iii. An instrument to provide feedback that encourage the progress and possibility of improving the quality of work for the workforce.
- iv. One way to determine the expected performance of a task holder and job.
- v. An information platform in making decisions in the field of employment, promotions, transfers, and other employment activities.

- vi. To standardize in determine the high and low compensation and administration for workers.

Based on the opinions above, it can be interpreted that the purpose of using performance appraisal is for foundation or material information in making decisions in the field of labor and as a material for development of the concernagency.

#### **d. Village Companion Performance Indicators**

Performance indicators are something that can be calculated and measured. To establish performance indicators, a form of measurement must be identified. It will assess the outcome and obtain the carried out activities. This performance indicator used to ensure that the employee's performance achieved the goals and objectives in the strategic plan.

Performance indicators are instrument that used in measuring individual performance. The substance of this performance measure the indicator consists of aspects that influence the quality of the implementation of tasks (Sedarmayanti, 2007) including:

- i. Work achievement, which is the work of individual in carrying out their duties in quality and quantity of work.
- ii. Skills, namely the technical abilities possessed by individuals in carrying out tasks assigned to him. This expertise can be in the form of cooperation, communication, initiative, etc.
- iii. Attitude, namely the attitudes and behaviour of individual that are inherent in their self and carried in carrying out their duties. Understanding of behaviour also includes honesty, responsibility, and discipline.
- iv. Leadership, concerns managerial and artistic abilities in influencing others to coordinate with work appropriately and quickly including decision making and priority setting.

Based on the explanation of performance indicators by Sedarmayanti, it can be interpreted that individual performance is the work achieved by someone who is in accordance with the expertise, behavior and leadership possessed by the individual. Performance must provide public services by not violating the stipulated provisions in accordance with the values and norms apply in the community. The author chose to use indicators about performance measurement proposed by Sedarmayanti because it was deemed appropriate, more precise in measuring the performance of Village Facilitators in improving village development.

#### **e. Independent Village**

The Independent Village reflects the strong willingness of the villagers to progress, the production of Village products / works that boast and the ability of the Village to fulfill their needs. In other terms, independent villages rely on the TrisaktiDesa, namely; initiative, work, sembada. If TrisaktiDesa can be reached, the Village is called a Self-sufficient Village. Karsa, karya, SembadaDesa covers the economic, cultural and social fields which are based on three forces, namely the development of village and inter-village economic activities, the strengthening of the village participatory system, and the development of economically and socio-cultural communities and high concern towards development and village empowerment.

The three powers are in harmony with the concept presented by Prof. Ahmad EraniYustika as Director General of PPMD of the Ministry of PDPT on several occasions, that building villages in the context of Law No. 6 of 2014 at least includes efforts to develop the empowerment and development of rural communities in the economic, social and cultural fields. The concept is known as the "Village Economic Village, Village Cultural Circle, and Village Entrepreneur Network".

The Village Economic Barn is not enough to only provide a basis for financial support for the poor, but also to encourage the village economic business in a broad sense. The creation of activities that open access to production, distribution and markets (access to finance, access to production, access to

distribution and access to markets) for the people of the Village in the management of collectives and individuals must develop and continue.

Village development and empowerment are expected to be able to produce quality and sustainable economic growth. Quality economic growth is a concept of strengthening and contributions contributed by the real economic sector. The real economic sector that grows and develops from below because of the people's economic support in the village.

Economic growth from below rests on two main things, namely to provide the widest opportunity for local economic actors to utilize locally owned resources in the context of mutual welfare and increase economic actors to reduce unused production factors.

Because the market cannot form and even stimulate opportunities and actors in the circumstances of imbalance of capital, information, and other access owned by actors, government intervention is needed in the form of facilitation and regulation. The lack of proper intervention from the government in the economic power below has caused problems including market failure, monopoly, misallocation of resources, and the existence of unused resources.

Giving opportunities as wide as possible is not enough just through treatment to open access to capital, but also access to production, distribution access and market access. Capital access is opened and developed through affordable and flexible lending, production access is developed through encouragement and support of local industrial sectors based on local resources, and market access is developed through regulations and policies that ensure optimum conditions are formed and developed from rural economies.

Economic growth from below focuses on the growth and development of the business sector and local industry, which has a production base based on local resources. The forms of business that have developed such as kerajian, agriculture, fisheries, plantations, livestock, small industries, healthy processed foods, are strategic economic sectors that must be worked on by the Village and Village Cooperation.

The Village Economic Village must also develop the business sector and people's production which describes more concrete collective ownership. The forms that have been protected by laws and regulations such as BKAD, BUMDes, Cooperatives, and business entities owned by other communities need to be prioritized. Activity-based business choices that have been established and developed by Village communities such as village electricity, independent energy villages, village markets, clean water, joint ventures through UEP, savings and loan institutions are also priority activities in the framework of developing the Village Economic Barns.

JaringWiraDesa is an effort to grow the capacity of the human village which reflects the human figure of the village who is intelligent, characterized and independent. Entrepreneurship nets place humans as the main actors while being able to move the socio-economic and cultural dynamics in the village with awareness, knowledge and skills so that the Village also preserves exemplary as a pillar of local wisdom teachers.

The Village Cultural Circle revives the village's collective values and national culture regarding deliberations of consensus and mutual cooperation and the values of Indonesian people (villages) who are diligent, hard working, simple, and have endurance. In addition, the village cultural circle rests on the form and pattern of communalism, local wisdom, social self-reliance, appropriate technology, environmental sustainability, and local resilience and sovereignty, this reflects the collectivity of the people in the village (Lendy W Wibowo, Pejaten November 23 2015).

There must be an appreciation of the steps taken by the central government, because this is a step that is brave enough to provide flexibility in developing the wheels of the village economy. Nevertheless, in the implementation there are many obstacles that must be faced by the village government. Both in the field of administration and service to the community.



As a village servant, then surely this is not a big problem. It should be answered as a challenge that must be faced to advance the village. Because if the village has advanced, it indirectly contributes to the national economy. Because, the village is actually a pillar of the national economy. The pace of urbanization will slow down a bit, as well as transmigration to cities will recede if rural areas have been able to develop the economy of the people.

#### **f. Community Participation**

With regard to that Sumodiningrat (1997: 7) argues that society as an object and subject of development must actively participate in development, enjoy the results of development and preserve the development process itself on an ongoing basis.

Likewise, in development, the emphasis is on developing initiatives and creativity from within, at a certain level it does not rule out the possibility of assistance, direction and motivation from the outside. For certain types of communities, sometimes at the initial level interference from the outside is very much needed, because the community has absolutely no motivation to participate, even though the potential for that is sufficiently available. Such interference from outside does not kill the inner creativity and values that are available, even if it is expected to happen otherwise. The principle of society as an object and subject in development, besides being elaborated through the development of community initiatives and creativity, is also carried out through the development of community participation. Uphoff (in Kaho, 1995: 115) suggests that "Development participation can be done through community participation in providing development in the form of energy, money, material goods, or information that is useful for the implementation of development".

Therefore, all citizens have an obligation to participate in formulating planning, carrying the burden and succeeding in the course of development. In this connection, Thoha (1995: 44-45) argues that "community participation in community development is a process that must start from when designing, constructing, implementing, up to when evaluating".

Similarly, in the opinion of Uphoff (in Kaho 1995: 114) that the participation of the community can be done in four levels, namely:

- i. Participation in the decision-making process;
- ii. Participation in implementation;
- iii. Participation in the utilization of results;
- iv. Participation in evaluation.

Based on an explanation of performance indicators, according to Sedarmayanti there are four concepts that can be used to measure individual performance, namely:

- a. Work achievement (achievement), which is the work of individuals in carrying out their duties both in quality and quantity of work. In this study, the standard of achieving the objectives possessed by the Local Village Companion must be in accordance with the work carried out in carrying out the task.
- b. Skills (skills), namely technical abilities possessed by individuals in carrying out the tasks assigned to them. This expertise can be in the form of cooperation, communication, initiative, etc. A village facilitator must have capacity in village development and community empowerment, therefore expertise in the form of cooperation must be possessed because in the implementation of duties and obligations the village facilitator communicates with village officials and the community.
- c. Attitude (attitude), namely the attitudes and behavior of individuals that are inherent in themselves and carried out their duties. Understanding of behavior here also covers honesty, responsibility, and discipline. A village companion must have good behavior. In carrying out their duties, village facilitators interact with communities in the countryside who usually still hold firmly to the values and norms of politeness in society. Therefore, village facilitators are required to have good behavior.



- d. Leadership, this concerns managerial and artistic abilities in influencing others to coordinate work appropriately and quickly including decision making and priority setting.

Based on performance indicators, in looking at the performance of individuals also need to know what factors influence the individual's performance. In order to identify the factors that affect performance, in this study the researchers also looked at the factors that influence the performance of the performance of the Local Village Companion, including:

- Quality and individual abilities. That is a matter relating to education / training, work ethic, work motivation, and physical condition of employees. Good quality and capability of employees can be obtained from the correct recruitment process and in accordance with the standards of employee recruitment. As for work ethic, mental attitude, work motivation and physical condition of employees, here the researchers looked at how the training was carried out by Local Village Facilitators in realizing good performance.
- Supporting facilities, which are matters relating to work facilities and work environment. Work facilities and work environment can affect the performance of employees. With the existence of work facilities and a good work environment, of course, the performance of employees will increase.

If the development of an independent village determined by the village facilitator is described as being coupled with the village facilitator based on community participation above, an internal construction model will be formed which will be used in this research, as described below:

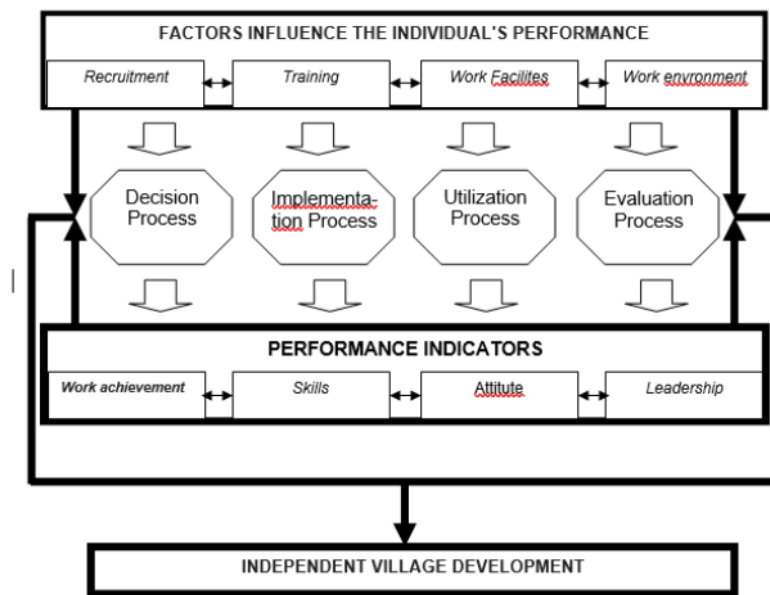


Figure 1: Independent Village Development Model

### Acknowledgment

This paper is based on the presentation at the 2nd International Conference on Sustainable Development and Multi Ethnic Society (ICOSH2) 2019 and it has been reconstructed from the comments and suggestions by the experts at the conference. Appreciation to the funders: GG-2018-013, GG-2019-024 and the Indonesia government.

**REFERENCES**

- Arikunto, Suharsami. 2002. *Research Procedures A Practice Approach. Revised Edition V. RinekaCipta: Jakarta.*
- Awang, M. M., Jindal-Snape, D., & Barber, T. 2019. *A Systematic Review of Theoretical Foundations for Pedagogical Strategies to Promote Positive Behavior. New Educational Review, 58, 133-143.*  
<https://doi.org/10.15804/tner.2019.58.4.10>
- Coastal Community Development Project (CCDP). 2015. Technical Guidelines for Companion Workers for Coastal Community Villages. Jakarta: CCDP*
- Directorate General of Higher Education, Ministry of National Education*
- Edwards III, George C. 1980. Implementing Public Policy. Washington: Congressional Quarterly Inc.*
- EkoSutoro. 2015. New Regulations for New Villages: Ideas, Missions, and Spirit of the Village Law. Jakarta: Ministry of Villages, Underdeveloped Regional Development and Republic of Indonesia Transmigration.*
- Government Regulation Number 60 of 2014 concerning Village Funds*
- Indianhano, Dwiyanto. 2009. Public policy based on Dynamic Policy Analysis. Media Style: Yogyakarta*
- Kaho, Yosef Riwu, 1995, Prospect of Regional Autonomy in the Republic of Indonesia, Jakarta, Raja GrafindoPersada.*
- Kartasasmita, Ginanjar. 1997. Community Empowerment. The Concept of Development that Is Rooted in Society. Yogyakarta: UGM.*
- Kartasasmita, Ginanjar. 2004. Development for the People: Integrating Growth and Equity. Jakarta: CIDESINDO Library*
- Law Number 32 of 2004 concerning Regional Government.*
- Mulligan, David. 2006. Mine Rehabilitation. Australia: Commonwealth Copyright Administration.*
- Ndraha, Taliziduhu 1982, Village Development (Informative Papers Presented in the framework of the Scientific Meeting on Village Development 16-17 June 1982), Jakarta Dit. Bangdes - IIP.*
- Nugroho, Ryan. 2003. Public Policy: Policy Dynamics, Policy Analysis, Jakarta. Publisher: PT. Elex Media Komputindo*
- Parson, Wayne. 2006. Introduction to the theory and practice of Policy Analysis (understood). KencanaPrenada Media Group: Jakarta.*
- Poloma. Margaret M. 1992. ContemporarySociology (translation). Jakarta, CV. Rajawali.*
- Putra, Padila. 2003. Critical Paradigm in Public Policy Studies. Student Library: Yogyakarta.*
- Siagian, Sondang P. 1985. The Process of Managing National Development. Jakarta. Holy mountain.*

*Sugiyono, 2001. Administrative Research Methods. Alfabeta: Bandung.*

*Sumodiningrat, Gunawan. 1996. Underdeveloped Village Inpres Program New Policies and Directions for Poverty Reduction. Jakarta. Bappenas.*

*Suparno, A. Suhaenah. 2001. Building Learning Competencies. Jakarta:*

*Thoha Miftah, 1993, Development of Organizations Process Diagnosis and Interference, Jakarta, PT Raja GrafindoPersada.*

*TjenrengBaharuddin, 1988, Urban Village Government Efforts to Increase Participation in Self-Help in Rural Development through LKMD Organizations in the Municipality of Dati II Bandung, Thesis for Masters of Science in the Postgraduate Program in the Faculty of Postgraduate Education in Bandung.*

*Village Minister Regulation and PDTT Number 3 of 2015 concerning Village Assistance.*

*Winarno, B. 2004. Theory and Process of Public Policy. Presindoimple Media: Yogyakarta.*

# ELEMENTS FOR EVALUATING RURAL DEVELOPMENT PERFORMANCES

---

## ORIGINALITY REPORT

---

10%

SIMILARITY INDEX

10%

INTERNET SOURCES

0%

PUBLICATIONS

0%

STUDENT PAPERS

---

## PRIMARY SOURCES

---

1

[www.iiste.org](http://www.iiste.org)

Internet Source

10%

---

Exclude quotes  On

Exclude matches  < 5%

Exclude bibliography  On