



Village Government Strategy in Improving Village Development in the Era of Village Autonomy (Implementation Study on Village Law in Mahakam Regency)

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Abstract : *The purpose of the research is to describe and analyze the Village Government Strategy in Improving Village Development in the Era of Village Autonomy, what obstacles are experienced, and the efforts made by the Government in Improving Development in Mahakam Regency. This research is a qualitative research with a level of descriptive analysis, with data collection techniques using interviews, observations, and documentation. The data analysis technique in this study uses Miles and Huberman interactive data analysis techniques. The results of the study show that the Village Government Strategy in Efforts to Improve Village Development in Mahakam Regency is carried out with several steps, including development planning is carried out based on the musyawarah of the village development plan based on data from the lowest scope, namely the RT/RW environment based on Musrenbang then outlined in the Village Development Work Plan. The implementation of development is carried out based on the Development Budget Plan, namely what priorities will be implemented, which are managed on a local scale through village self-management, village cooperation with third parties. The process of monitoring and evaluating development is carried out at the village and sub-district levels assisted by community institutions that check the list of activities listed in the Development Work Plan document stipulated in the Village Budget. The development supervision process is carried out through community institutions and community leaders. Obstacles in the development of villages in Mahakam Regency include, among others, the desired development has not been achieved, this is due to the difficulty of obtaining a budget. Efforts made include proposing a village Musrenbang next year, making a medium-term long-term development plan for a term of 5 years and including RKA and RKP.*

Keywords: Strategy, Village Government, Development, Village Tonomy

1. INTRODUCTION

Development is an effort to improve human ability to influence their future. There are five main implications of development, namely: (a) capacity, development means awakening optimal human abilities, both individuals and groups; (b) equity, encouraging the growth of togetherness and equality of value and welfare; (c) empowerment, putting trust in the community to build itself according to its abilities. Trust in the form of equal opportunity, freedom of choice and power to decide; (d) sustainability, generating the ability to build independently; and (e) interdependence, reducing the dependence of other countries and creating mutually beneficial and respectful relations (Letty, 2016)

Pembangunan desa adalah upaya peningkatan kualitas hidup dan kehidupan untuk the welfare of the village community. Village development includes the implementation of village government, the implementation of village development, village community development and village community empowerment (Yabbar and Ardi, 2015). Village development aims to improve the quality of human resources, including the creation of a

climate that encourages the growth of village community initiatives and self-help. Rural population is a potential human resource that has a dual role, namely as an object of development and at the same time as a subject of development. It is said to be an object of development, because some of the population in rural areas from the aspect of quality still needs to be empowered. On the contrary, as the subject of development, the rural population plays a very important role as an actor in the process of rural development and national development (Christian, 2015)

Village Law No. 6 of 2014 supported by Government Regulation No. 43 of 2014 concerning Implementation Regulations of Law No. 6 of 2014 concerning Villages and Government Regulation No. 60 concerning Village Funds Sourced from the State Budget, has provided a basic foundation related to the Implementation of Village Government, the implementation of Village Development, Village community development, and village community empowerment based on Pancasila, the Constitution of the Republic of Indonesia in 1945, The Unitary State of the Republic of Indonesia, and *Bhinneka Tunggal Ika*

To achieve the goal of village development, the government needs to create a strategy to achieve these goals. The Village Government needs to pay attention to the following principles: Integration of village development, where the activities carried out have synergy with other development activities. Participatory, where the community is actively involved in activities from the planning, implementation, supervision and utilization process.

Kartasmita (1996) stated that crucial problems about development in rural areas include: Weak linkage of economic activities between urban and rural areas. The limitation of quality human resources in rural areas causes low productivity and the ability of the community to actively participate in development. Lack of transportation facilities and infrastructure in rural areas, especially those that connect a poor area with a more developed area

Empirically, village development is still not carried out optimally in Mahakam Regency. Some of the development problems in Mahakam Regency include: The poverty level is still quite high, and the provision of jobs is still limited. Growth instability and the economic gap of the community tend to increase. The Open Unemployment Rate (TPT) is still relatively high. Infrastructure development that is uneven has an impact on access to Mahakam Regency which is difficult, which has an impact on the inflation rate in Mahakam Regency. The geographical condition of Mahakam Regency causes uneven

accessibility of villages to access the internet. Low regional ability in terms of economic independence

The development strategy and policy direction of Mahakam Regency that is in line with the policy development mission of the central government and East Kalimantan Province and the central government include: Quality economic recovery through optimizing the development of potential sectors (agriculture, trade, services and industry) and improving the investment climate and expanding employment opportunities. Alleviation of extreme poverty; Improving infrastructure services and developing environmentally friendly areas equally. Strengthening Human Resources (HR) in the education, health, and social service sectors. Infrastructure development, especially for accessibility to Mahakam Regency, and Improving the implementation of basic public services and bureaucratic reform in realizing a well-governed and dignified government.

The current direction of development is time to make villages as development centers and make villages the main driving force of the economy through the agricultural sector. Villages should be given trust and rural development should be given more attention. Adequate infrastructure development is one of the strategic steps that can be taken. Villages and cities have equally important roles in the economic development of a region. If the role of the village and the city can run well, the relationship between the village and the city can be achieved. The importance of the linkage of these villages and cities in the regional network to create sustainable economic growth.

The existence of attention to village development is based on a condition that more than 2/3 of Indonesia's population is in rural areas (both rural villages and urban villages). In addition, when viewed from a historical perspective, there is a difference in views in looking at villages between Indonesia and several 'developed' countries. If in some 'developed' countries the village is only a hinterland that provides support to the city, in Indonesia since hundreds of years ago the village has become a shining point in the life of the State (Isbandi, 2003). The importance of village development considering that most of the Indonesian population is silent in rural areas, although the proportion is declining from year to year. Currently, it is estimated that 43% of the population still lives in the village; The welfare of the villagers is far behind that of the urban population. Most villagers work in the agricultural sector or the informal sector with low incomes. Currently, about 63% of the total poor people live in villages. Of course, there are other reasons beyond that, for example, most of the economic resources in the village. However, the two arguments

above are the main points about the importance of rural development, both economically, socially, and politically.

In the process of taking development actions carried out by the government, both at the time of decision-making, the implementation of the use and evaluation of development programs, the identification of problems, and the process of planning development programs, must be fully responsible, because this is one of the obligations of the village government in increasing the trust of village communities in the government. The concept of sustainable development that emphasizes the approach to human development is closely related to development as a system, method and movement in the context of social growth.

Based on the phenomenon, this study aims to describe and analyze how the Village Government's Strategy in Improving Village Development in the Era of Village Autonomy in Mahakam Regency and what obstacles are experienced and what is done by the Government in Improving Development in Mahakam Regency.

2. THEORETICAL FRAMEWORK

Development is a series of movements of change in the direction of progress, the change is planned based on certain norms. Development is also meant as a series of efforts and activities intended to achieve a state of take-off, or perhaps a state full of encouragement towards maturity (Sukirno, 2006). Development is a process or effort to change social changes can mean an effort to change and develop a better state and condition of society (Tjokroamidjojo. 2000)

Village Development is an activity carried out by the village government to advance the village and improve the welfare of village residents. Village development funds are taken from the original village income through the Village Revenue and Expenditure Budget every year which is discussed with the village Consultative Body as well as from other sources and non-governmental organizations. In carrying out development, it is necessary to have development planning, without planning village development programs to become a list of activities without a goal. Article 1 paragraph (1) of Law Number 25 of 2004 concerning the National Development Planning System, explained Planning is a process to determine the right future action, through the order of choice by considering the available resources.

Village development targets are generally still focused on poverty alleviation through infrastructure investment and social service provision. Even worse, at the local level in Indonesia, village development is understood and practiced as purely physical development. So far, there has been no comprehensive analysis of the impact of government interventions, because what is done more is to calculate the budget that has been issued by the government and donor institutions to finance village development, not on the efficiency, effectiveness and sustainability of village development results. Village development programs pay more attention to the quantity of "deliverables" of the government, rather than to the achievement of important qualitative impacts on the villagers, such as programs that improve the quality of life of villagers in a sustainable manner through autonomous and democratic local government.

Development in the village is a development that is carried out comprehensively and integrated with harmonious obligations between the government and the community, where the government is obliged to provide the necessary guidance, direction, assistance, and facilities. Meanwhile, the community provides its participation in the form of self-work and community self-help in every desired development to increase the income and welfare of the people in the countryside. The principles of Village Development are: 1) A balanced balance of obligations between the government and the community. 2.) Dynamic and sustainable 3.) Thorough, integrated and coordinated (Tjahya. 2000)

The goal of short-term village development is to support or support the success of the development of sectors that are the priority of the village to increase production, expand employment, equitable distribution and distribution of the population, cooperative development, Family Planning (KB), education and health. The goal of long-term village development is to develop all villages in Indonesia into self-sufficient villages through the stages of development of independent villages and independent villages by paying attention to the harmony of the relationship between rural and urban areas, a harmonious balance of obligations between the government and the community and harmonious integration between various sectoral/regional/presidential programs and community participation that is tailored to the needs of the local community in the context of equitable distribution development throughout Indonesia (Tjahya. 2000)

Adisasmita (2006) revealed that in development there is an integrated and comprehensive strategy in which there are 7 approaches in describing village development, namely: first, the main goal is growth, equality, welfare and active participation of the village community. Second, the goal is to build and strengthen the ability to carry out

development with the government. Third, the scope is a diverse and complex society. Fourth, coordination is a coordination that is varied, both permanent and temporary, at all levels, functions, needs and mechanisms. Fifth, two-way communication flows are carried out formally, informally, vertically, horizontally, diagonally and continuously through various channels and forms of persuasive and educational means of communication. Sixth, the place of initiative is the local and village government community groups through information collection, determination and decision-making, policy implementation and monitoring of activities in an integrated, interrelated and continuous manner. Seventh, the achievement indicators achieved are based on solving strategic rural problems, namely the population aspect and various activities carried out that are directed to improving equality, equity, justice, welfare and community participation which are linked to their goals.

3. RESEARCH METHOD

Research on Village Government Strategies in Improving Village Development in the Era of Village Autonomy was conducted using qualitative research. The research method to be used is a qualitative descriptive research method. The descriptive method is a method of examining the status of a group of people, an object, a set of conditions, a system of thought or a class of events in the present (Nazir, 2003). The data collection techniques in this study include Interviews, Observations, Documentation. The informants in the study included authorized officials consisting of the Head of the Mahakam Regency BAPEDDA, the Regional Government Secretary of Mahakam Regency and the Head of the Mahakam Regency Regional Government Development Division. The data analysis technique in the study using interactive model analysis was developed by Miles et al., (2014) with three procedures, namely data condensation, data display, and conclusion drawing.

4. RESULTS AND DISCUSSION

Village development planning in Mahakam Regency

To achieve village development goals more effectively, the village government and its community need to create a strategy to achieve these goals. In designing the strategy in question, the village government needs to pay attention to the following principles:

- 1) The integration of village development, where activities are carried out, has synergy with other development activities.

- 2) Participatory, where the community is actively involved in activities from the planning, implementation, supervision, and utilization process.
- 3) Partiality, where the orientation of activities both in the process and the utilization of results to all village communities.
- 4) Autonomy and decentralization, where the community gains trust and broad opportunities in activities both in the process of planning, implementation, supervision and utilization of the results.

Development planning is a very important instrument. Because participatory planning is one of a series of development journeys and the initial stage that is very decisive for the success of the development process, especially in the village. In this phase, it is appropriate that development in the village is the result of deliberations that always pay attention to the aspirations of the community. The village government is the control holder in development in the village area. Therefore, the village head and his staff are responsible for the running of the government and the wheel of development so that the progress of development in the village depends on the performance of the village government in influencing the community to participate in development.

In preparing village development planning, what must be considered is that it must depart from the existing conditions of the village. The essence of village development is "how the village can build/utilize/exploit appropriately (optimally, effectively and efficiently) all the potential and resources that the village has to provide a sense of security, comfort, order and can improve the welfare of the village community.

The findings of the study show that village development planning begins with the village Musrenbang which is an annual development deliberation forum of stakeholders at the village level to determine priorities and solidify the proposals for the village development activities concerned. In the village musrenbang, village development proposals are classified and discussed so that priority activities that must be carried out will be obtained. The formulation that has been sorted out in detail is then outlined in the RPJM Des. The aspects of community life that they study, or value depend on the needs of the community and are agreed upon through the preparation process. So that a community-led planning approach must produce a village Medium-Term Development Plan (5 years) (RPJM Desa), Village Development Activity Plan (RKP) and activities that encourage self-reliance to the growth of social movements. The proposal outlined in the RPJM Des is based on the proposal of each RT or RW as the smallest community unit.

The planning process begins with a source of proposals from the smallest community environmental unit, namely TR and RW. This is because the entire development process in the countryside seriously provides the widest possible opportunities for the community. To realize planned village development, the village government and all elements of society must be involved in the development planning process. In a community-led approach, planning is a process of assessment by the community about various aspects of their lives including their potential and assets. Then from these aspects and circumstances, the community prepares a development agenda that is prepared in the form of Village RPJM and Village RKP by considering the village RAPBD in the APBD. The agenda in it includes what the community runs in a mutual and self-help manner and does not have to wait for outside support

Implementation of Village Development in Mahakam Regency

Village development includes the planning, implementation, and supervision stages. Village development as referred to in paragraph (2) prioritizes togetherness, family, and cooperation to realize the mainstreaming of peace and social justice. Village development is essentially all forms of human activities (community and government) in the village in building themselves, their families, the community and the environment in the village area, both physical, economic, social, cultural, political, order, defense and security, religion and government which are carried out in a planned manner and have a positive impact on the progress of the village. Thus, village development is a conscious effort from the community and the government both by using resources sourced from villages, government assistance and the assistance of domestic and international organizations/institutions to create changes for the better.

The findings of the study show that the implementation of development is based on development priorities based on the RAP. The implementation stage includes activities to set development priorities that must be implemented immediately. The implementation of local-scale village development is managed through village self-management, cooperation between villages and/or cooperation between villages and third parties. The Village Head coordinates the preparation and implementation of village development since the determination of the Village Budget. The Village Head held a working meeting to implement the activity in the context of discussing the progress of the implementation of the activity, which had been reported by the Activity Implementation Team.

The implementation of local-scale village development is managed through village self-management, cooperation between villages and/or cooperation between villages and third parties. The Village Head coordinates the preparation and implementation of Village Development since the establishment of the Village Budget. At the stage of determining the implementation of activities, the Village Head checks the list of prospective implementers of activities listed in the Village RKP document, which is stipulated in the Village Budget, and determines the implementers of activities by the decision of the Village Head. The next stage is the preparation of the activity plan. The village head informs the Village RKP document, Village APB and work plan to the community through socialization of activities. The Village Head coordinates the debriefing of the implementation of activities in the Village. The government, provincial governments, and/or district/city governments carry out debriefing with technical guidance. The implementer of the activity prepares the administrative documents of the activity in coordination with the Village Head.

The implementation of village development is certainly not all feasible, this will be adjusted to the funding capabilities in the village. Village development priorities must be aligned with the priorities and utilization of available Village Funds and development plans. Village funds are prioritized for village development activities and community empowerment. Village development priorities must be aligned with the priorities of the current year's RPJMN. Meanwhile, the Regency Government is tasked with ensuring that the various regulations necessary for the distribution and utilization of Village Funds are available and that the rural area development plan is in line with the RPJMD and RPJMN

Monitoring and Evaluation Process of Village Development in Mahakam Regency

Monitoring and evaluation of village development is a measurement of progress on the program's objectives in improving the quality, performance, or productivity of the village community development program, so that the focus is on the process, output, and benefits obtained from village development. The purpose of monitoring and evaluating the development of village communities is to assess the effectiveness and efficiency of development activities or programs that have been carried out by referring to the accuracy of the procedures for implementing development programs. In addition, monitoring and evaluation also aim to measure the progress of development programs and the use of the development program budget used in accordance with the field or program used.

Monitoring is a management function that is carried out during an ongoing activity and if it is carried out by the leadership, it contains a control function. The monitoring includes, among others: (a) tracing the implementation of activities and their outputs (b) reporting on progress (c) identification of management and implementation problems. Meanwhile, Evaluation is a management function that is carried out after a certain period or after an activity has passed. The evaluation includes the following: (a) Assessment of the collective impact of all (or most) of the activities that have been carried out, on different locations and/or target groups. (b) Description of the output and outcomes/benefits as seen from the beneficiary's point of view

The findings of the study show that the monitoring and evaluation process is carried out from the village to the sub-district level. Monitoring and evaluation and assessment of all activities and sources of funds in village development, are conveyed in the village/sub-district deliberation forum, sub-district deliberation forum. The results of monitoring and evaluating village development are the basis for village deliberation discussions in the context of implementing village development. Monitoring and evaluation of village development by the village community is carried out at the stage of village development planning and the stage of implementing village development. Monitoring and evaluation Monitoring is carried out by assessing the preparation of the Village RPJM and Village RKP.

The monitoring and evaluation process is carried out by the village government assisted by community institutions. Monitoring and evaluation activities at the local or community level are entirely initiatives and community activities themselves, for this reason assistance or advocacy can be provided by the Village Monitoring and Evaluation Working Group as well as by non-governmental organizations that have competence in planning, implementing, and supervising village development. The monitoring process is carried out through certain stages. Based on the results of the monitoring and evaluation research, it is more focused on the assessment of each stage of the activities that have been carried out, although it has not been possible to assess the entire program process. This evaluation is in the form of a quarterly, semester or annual report for medium-term activities, which is sourced from the results of monitoring carried out on the stages of activities in a sustainable manner according to the results of development in a sustainable and administrative manner

Village Development Supervision Process in Mahakam Regency

Village Development Monitoring and Supervision Stage. Article 82 of the Village Law expressly states the right of the community to obtain information and be actively involved in supervising the implementation of development. For the rights of this community to be fulfilled properly, this article also contains the obligation of the village government to provide information on what development plans will be implemented, so that based on this information, the village community has the right to monitor the implementation of village development. The results of monitoring and various complaints about the implementation of village development are then submitted by the community to the village government and BPD. The village community can also respond to the report on the implementation of development in the village for one year during the Musdes.

The Village Law guarantees the participation of residents to be actively involved in the process of supervision and monitoring of village development. Article 82 of the Village Law expressly states the right of the community to obtain information and be actively involved in supervising the implementation of development. For the rights of this community to be fulfilled properly, this article also contains the obligation of the village government to provide information on what development plans will be implemented, so that based on this information, the village community has the right to supervise and monitor the implementation of village development.

Supervision at the planning stage can be carried out by monitoring the ongoing planning process, such as the preparation of the Village RPJM if it has not been prepared, the preparation of the Village RKP, and the preparation of the Village Budget Draft. In addition, supervision at this stage can also be carried out by reviewing the content/substance of planning documents such as the Village RPJM, Village RKP, and Village RAPB. The findings of the review can then be used as an input for the village government in planning for the following year. Supervision at the stage of implementing village development is to supervise and monitor the implementation of activities that have been planned in the Village Budget. In addition, the village community can also conduct an analysis of the Village Budget document to ensure that the activities carried out are exactly what is planned in the current year's Village Budget

The findings of the study show that at the supervisory stage who is responsible for supervising every planning activity, the implementation of village development, namely the chairman of the BPD (Village Consultative Body) and the holder of the activity project, both the Chairman of LPM (Community Empowerment Institute), the head of the hamlet

and also the Chairman of the RT. The community must also be involved in supervising the implementation of activities so that the results of these activities are in accordance with what is expected by the community and in accordance with what was previously planned. Thus, all levels of society and village community institutions have the right and obligation to supervise the development process.

The process of supervising village development is an effort to develop community independence and welfare by increasing knowledge, attitudes, skills, abilities, awareness, and utilizing resources through the determination of policies, programs, activities, and technical assistance in accordance with the essence of the problem and the priorities of village development. The task of mentoring is the task of the government at all levels, starting from the central government, provincial governments to district governments. However, direct assistance / technical assistance is only the task of the district SKPD as the nearest autonomous region to the village (article 128 paragraph 2). The sub-district head, as an extension of the district government, is tasked with coordinating the assistance of village communities in their work areas in terms of the development supervision process.

Obstacles Experienced by the Government and Efforts Made in Improving Village Development

Development is in principle a process and effort carried out by a community systematically to achieve a better situation or condition than today. The implementation of this development process is none other than because the community is dissatisfied with the current situation, which is considered less than ideal. However, it is necessary to realize that development is an evolutionary process, so that society needs to do it gradually according to the resources it has and the main problems it is facing.

Villages are important role holders in national development, not because most of the Indonesian people live in villages, but villages make a great contribution in creating national stability. It should be emphasized that village development is part of a series of national development, of course, in a sustainable manner that covers all aspects of people's lives.

The government is aware of the importance of development at the village level, various forms and programs to encourage the acceleration of rural development have been carried out by the government, but the results have not been significant in improving the quality of life and welfare of the community. Village development must be carried out in

a well-planned manner and must touch the real needs of the village community so that the development carried out in rural areas can be grounded with the community and not be overpowered, meaning that village development must be well planned based on the results of a thorough analysis and study of all potentials which include strengths and opportunities as well as problems that include weaknesses and obstacles / threats faced by the village.

The findings of the study show that in general, the obstacles faced are development funds that cannot be obtained entirely in the relevant fiscal year. So, the village must propose again the following year. This is due to the mechanism that must be passed, the mechanism for disbursement and distribution of Village Fund Allocation (hereinafter referred to as ADD) follows the provisions and procedures for the Distribution of the Regency Village Expenditure Budget (APBDesa). In the Regent's Regulation on the management of Village Fund Allocation (ADD), it is explained that the mechanism for disbursing the Village Fund Allocation (ADD) in the Village Expenditure Budget (APBDes) is carried out in stages, namely phases I, II, III, and IV which are complemented by a letter of recommendation from the sub-district head stating that the Accountability Letter (hereinafter referred to as SPJ) of the previous year has been reported by the village to the sub-district and received verification in the sub-district. Thus, the obstacles are only administrative and physical, so that village development cannot be achieved immediately as planned. Administratively and physically, the development plan has not been achieved. Administratively, due to the existence of a mechanism for proposing a village development budget, with a budget that is not fully available, the physical development process is delayed.

Efforts to promote village development are intended to improve and improve the standard of living and social conditions of village communities, which are the largest part of Indonesian society, involving three parties, namely the government, the private sector and villagers. In practice, the role and initiative of the government is still dominant in planning and implementation as well as to increase the awareness and technical ability of villagers in village development. Various theories say that awareness and participation of villagers are the key to the success of village development.

Village development in Indonesia is a domestic socio-economic and political problem that has received attention and attention from various circles not only from within the country but also from foreign parties. Village development in Indonesia is still weak from various aspects of development, both in terms of moral assistance and support, politics, technology, and funding. The government is aware of the importance of village

development. Various forms and programs to encourage the acceleration of rural development have been carried out by the government, but the results are still not significant in improving the quality of life and welfare of the community. Therefore, village development must be carried out in a well-planned manner and must touch the real needs of the village community. So that development carried out in rural areas can be grounded with the community and not be idle. This means that future village development must be well planned based on the results of a thorough analysis or study of all potential (strengths and opportunities) and problems (weaknesses and obstacles/threats) faced by the village.

The findings of the study show that efforts made to solve obstacles are carried out if there is a delayed development program, the step taken is to make proposals that have not been achieved at the village musrenbang forum next year. In addition, to overcome the delayed development program, it is to submit and revise the program plan to the central government to get approval. This resubmission is based on a medium- and long-term plan.

5. CONCLUSION

This study produced findings that the Village Government Strategy in Efforts to Increase Development in the Village is carried out with several steps including 1. Village development planning in Mahakam Regency is carried out based on the village development plan musaywarah based on data from the lowest scope, namely the RT/RW environment. Based on the Musrenbang, it is then outlined in the Village Development Work Plan (RKP) for the planned fiscal year. 2. The implementation of Village Development in Mahakam Regency is carried out based on the Development Budget Plan, namely what priorities will be implemented. The implementation of local-scale village development is managed through village self-management, village cooperation with third parties and in carrying out development activities there are various stages, namely the determination of the implementation of activities, the preparation of work plans, the socialization of activities, the provision of activity planning, the preparation of administrative documents and the procurement of work. 3. The Monitoring and Evaluation Process of Village Development in Mahakam Regency is carried out at the village and sub-district levels. The village government monitoring and evaluation process is assisted by community institutions that check the list of activities listed in the Development Work Plan document stipulated in the Village Budget. 4. The process of supervising village development in Mahakam Regency is carried out through community institutions and

community leaders. The technical insight process was carried out by the accompanying team from the relevant sub-district as well as from the village government and village deliberative institutions as well as the active role of the community.

Obstacles in the development of villages in Mahakam Regency include the lack of achieving the desired development, this is due to the difficulty of obtaining funds from the central government which have not been able to go down fully to the village community. Efforts made to overcome the obstacles faced by the Village Government in Improving Village Development in Mahakam Regency include proposing the village Musrenbang next year, making a medium-term development plan for a 5-year term and including the Budget Work Plan and Development Work Plan.

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