

POLICY EVALUATION OF A VILLAGE MEDIUM-TERM DEVELOPMENT PLAN IN MARAWOLA SUBDISTRICT SIGI REGENCY

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Abstract

This research aims to examine how the policy output of a Village Medium-Term Development Plan (RPJM-Desa) is in form of the results of the implementation of the village development program and to examine why the results of the implementation of a Village Medium Term Development Plan have less effect on the development of community participation of the village development process in Marawola regency. The research applied a qualitative research method and data collection techniques through observation, interview, documentation, and FGD. The number of informants was 10 people using a sample area, 3 samples for each village namely Binangga Village, Sibedi Village, and Bomba Village to represent 11 villages in Marawola Subdistrict. Evaluation indicators used as policy evaluation criteria are effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness (Dunn, 2003). The results show that of the 6 indicators used as evaluation criteria or assessment of a Village Medium Term Development Plan policy outputs, 3 indicators are found that are not working well, namely effectiveness, efficiency, and adequacy. Meanwhile, from the aspect of community participation studied in the research, namely participation in decision making, implementing decisions, enjoying the results, and evaluating the results, it is found that only 2 indicators of participation are assessed, namely community participation began to develop such as participation in decision making (contribution of thoughts) and enjoying the results (contribution of energy). Moreover, there are 2 other indicators, namely participation in implementing decisions and evaluating results, that are considered underdeveloped.

Keywords: Policy Output Evaluation, a Village Medium-Term Development Plan, Community Participation

Introduction

The process of evaluating the policy output of the Village Medium-Term Development Plan (*RPJM-Desa*) in the form of the results of the implementation of the village development program in Marawola Subdistrict, Sigi Regency was determined as the unit of analysis in the study. Administratively, this area has 11 villages consisting of 3 self-help villages (Lebanu, Bomba, Boya Baliase), 6 self-help villages (Beka, Sibedi, Padende, Sunju, Baliase, South Tinggede), and 2 self-sufficient villages (Binangga, Tinggede). The self-help village is meant to be a village that has certain potential but has not been managed properly and a self-help village is a village in a state of transition and has

received external influence to manage its potential so that the village is already a bit more developed, and a self-sufficient village is a village whose community work has able to carry out development and its potential has provided the carrying capacity for the development of the village so that this village is said to be prosperous (Marawola Subdistrict in Figures 2019).

From the aspect of regional development in the last few years, along with the implementation of regional autonomy, these villages have received development funds from both the central government and district governments to strengthen village autonomy. Therefore, as mandated by the law, each village is required to prepare the Village Medium-Term

Development Plan which is followed up by a Village Government Work Plan (RKP-Desa) in the form of an activity program that is implemented and completed within one year. Thus, from the three villages selected as research sites, the Village Medium-Term Development Plan has been prepared by means of a Village Regulation (Perdes), namely Binanngga Village (Perdes No. 1 of 2015), Sibedi Village (Perdes No. 0.482 of 2016), and Bomba Village (Decree Regulation No. 1 of 2016). The substance of this RPJM-Village document is the determination of the priority scale on the types of programs that become an urgent need for the community.

The results of various program implementation activities as stipulated in the Village Medium-Term Development Plan and a Village Government Work Plan from each village studied based on the results of initial observations in the field show that from 2017 to 2019 the results of the implementation of village development programs have had a physical impact on the development of villages and sub-districts, namely the development of various public service facilities and infrastructure that can provide benefits to meeting community needs. For example, through financial assistance sourced from the APBN and APBD, the village government has built several village facilities and infrastructures such as the construction of residential roads and pocket productions, village irrigation canals, drainage, house renovation, clean water, health facilities, and others (sample villages: program 2018).

However, the results that have been achieved, if referred to from several indicators that are used as evaluation criteria to assess the policy outputs of the Village Medium-Term Development Plan from the results of the implementation of the village development program, can be said to have not fully met the expectations of the community. The results of observations in the sample villages show that although from the aspect of equity where the community has felt the results of the implementation of the development program have been evenly distributed to all groups in the community and from the aspect of responsiveness and appropriateness it is almost completely in accordance with the needs/wants of the community and provide value for the target groups, but from the aspect of effectiveness and efficiency (in achieving the goals and results of village development, it is still not running according to the objectives of implementing the Village Medium-Term Development Plan itself. Likewise, from the aspect of adequacy, it is assessed that the results of program implementation have not all been able to solve various problems faced by the community.

The factors causing the problems mentioned above are the result of an instant change in government policy with the establishment of regulations in the ongoing process of implementing the Village Medium-Term Development Plan. In addition, the implementation of the programs that have been planned is still not accompanied by an increase in community participation. The various programs implemented every year have an impact on the growth of community

participation which has not run optimally, especially those related to efforts to increase community self-reliance, both in the form of energy and in the form of village development funds. Data presented by BPS Sigi Regency in Marawola Subdistrict in 2019 Figures show that since 2014 community participation in the form of self-help related to financing development programs can be said to be nil. For example, in 2016 the amount of financial assistance from the central and district governments intended for 11 villages in Marawola Subdistrict was Rp. 10.715.012.000 are used for the administration of village government, implementation of village development, community development, and community empowerment, while funds from non-governmental organizations can be said to be non-existent. Therefore, the results of the implementation of various village development programs within a certain period of time are important for evaluation in research, how the results and benefits are in efforts to develop village development in Marawola Subdistrict.

The focus of the research will be directed at evaluating the policy outputs of the Village Medium-Term Development Plan using the result evaluation type and to facilitate the analysis of the research focus, the policy output of the Village Medium-Term Development Plan will be assessed through the results of program implementation that has been carried out in 3 sample villages determined based on village classification, then an in-depth analysis is carried out to find out the results and benefits implementation of the program for regional development.

Research methods

This method is used with several considerations, namely adjusting the qualitative method more easily when dealing with multiple realities, then this method presents directly the nature of the relationship between the researcher and the respondent or informant, and this method is more sensitive and more adaptable to a lot of sharpening of mutual influence on value patterns encountered.

The qualitative research method intended in this research is that the authors collect and use qualitative data types, namely data in the form of words, sentences, schemes, pictures, and not numbers, then make a systematic, factual, and accurate description or writing about the facts. , the nature and relationship between the phenomena studied using qualitative research methods, so researchers can study, describe and know in depth the extent to which the policy outputs of the Village Medium-Term Development Plan in the form of the results of implementing village development programs can provide benefits to village development in Marawola subdistrict.

Background

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determined as the unit of analysis in the study. Administratively, this area has 11 villages consisting of 3 self-help villages (Lebanu, Bomba, Boya Baliase), 6 self-help villages (Beka, Sibedi, Padende, Sunju, Baliase, South Tinggede), and 2 self-sufficient villages (Binangga, Tinggede). The self-help village is meant to be a village that has certain potential but has not been managed properly and a self-help village is a village in a state of transition and has received external influence to manage its potential so that the village is already a bit more developed, and a self-sufficient village is a village whose community work has able to carry out development and its potential has provided the carrying capacity for the development of the village so that this village is said to be prosperous (Marawola Subdistrict in Figures 2019).

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The factors causing the problems mentioned above are the result of an instant change in government policy with the establishment of regulations in the ongoing process of implementing the Village Medium-Term Development Plan. In addition, the implementation of the programs that have been planned is still not accompanied by an increase in community participation. The various programs implemented every year have an impact on the growth of community participation which has not run optimally, especially those related to efforts to increase community self-reliance, both in the form of energy and in the form of village development funds. Data presented by BPS Sigi Regency in Marawola Subdistrict in 2019 Figures show that since 2014 community participation in the form of self-help related to financing development programs can be said to be nil. For example, in 2016 the amount of financial assistance from the central and district governments intended for 11 villages in Marawola Subdistrict was Rp. 10.715.012.000 are used for the administration of village government, implementation of village development, community development, and community empowerment, while funds from non-governmental organizations can be said to be non-existent. Therefore, the results of the implementation of various village development programs within a certain period of time are important for evaluation in research, how the results and benefits are in efforts to develop village development in Marawola Subdistrict.

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Literature review

Policy evaluation as one of the stages in the public policy process after the formulation and implementation stages of policy is an activity that is as important as activities in the previous policy stage. The importance of conducting policy evaluations as stated earlier, why policy evaluations are carried out and at the same time necessary because basically every public policy contains a risk of failure, as stated by Wahab (2017:129)

There are several arguments that can be put forward to carry out policy evaluations, namely:

1. Determining the level of effectiveness of a policy, namely how far a policy reaches its goals.
2. Knowing whether a policy succeeds or fails. By looking at the level of effectiveness, it can be concluded whether a policy succeeds or fails.
3. Fulfilling aspects of public accountability by Assessing the performance of a policy, can be understood as a form of government accountability to the public as the owner of funds and taking advantage of government policies and programs.
4. Show stakeholders the benefits of a policy. If an evaluation of a policy is not carried out, the stakeholders, especially the target group, do not know for sure the benefits of a policy or program.
5. Do not repeat the same mistakes. In the end, policy evaluation is useful to provide input for future policy-making processes so as not to repeat the same mistakes. On the other hand, from the evaluation results, it is hoped that better policies can be established (Subarsono, 2016:123).

Riant Nugroho (2018: 784), argues that evaluation is usually aimed at assessing the extent to which the effectiveness of public policies is accountable to their constituents. The extent to which the goal is achieved. Evaluation is needed to see the gap between "expectations" and "reality". Usually, policies

that have a risk of failure are caused by the following factors: poor implementation (bad execution), the policy itself is bad (bad policy), and the policy itself has bad luck (bad luck). The non-implementation of a policy means that the policy is not implemented as planned. Whereas unsuccessful implementation usually occurs when a certain policy has been implemented according to plan, considering that external conditions are very unlikely, then the policy cannot be successful in realizing the desired impact or final result.

William Dunn (2003: 610) suggests several different indicators that can be used as criteria in evaluating the results and impacts of a policy, which include effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness.

Picture of Problems

The formulation of the problem in this research can be stated as follows:

1. What is the policy output of the Village Medium-Term Development Plan in the form of the results of the implementation of the village development program in the village development effort in the Marawola Subdistrict.
2. Why do the results of the implementation of the Village Medium-Term Development Plan have less effect on the development of community participation in the village development process in the Marawola Subdistrict.

The two problem formulations mentioned above will be studied in in-depth research so that the validity of the research results can provide a concrete picture of the results and benefits of implementing village development programs in the Marawola District area and can be used as recommendations in planning village development programs in the future.

Research Results and Discussion

Evaluasi Hasil (*Output*) Kebijakan of the Village Medium-Term Development Plan

The Village Medium-Term Development Plan as a national policy in the field of village development planning which becomes the basic guideline for village governments in the village development framework, must be carefully designed with a clear coordination mechanism and involve all elements of the village community based on the priority problems faced by the community. Thus, it is hoped that the preparation of village development program plans will have relevance to efforts to build toward changes in the socio-economic structure of the community for the better. Furthermore, in order to evaluate or assess the policy output of the Village Medium-Term Development Plan from the results of the implementation of village development programs in the studied villages, the researchers used policy evaluation indicators according to Dunn (2003) which include

effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness.

Effectiveness

Effectiveness here is meant to be an assessment aimed at the achievement of the results of the implementation of the village physical infrastructure development program in the form of village facilities and infrastructure that have been planned and stipulated in the Village Medium-Term Development Plan by using the parameters of the timeliness of achieving the results/objectives of the village development program. The results of the policy on implementing the village development program have not been effective because there are programs/activities that cannot be achieved optimally in accordance with what has been determined in the Village Medium-Term Development Plan.

Efficiency

In terms of the results, a business can be said to be efficient if the business can provide certain results both in terms of quality and quantity. The results of the study indicate that the efficiency level of the results of the implementation of the village development program has not been achieved so far.

Adequacy

In principle, public policy is made to solve public problems. For this reason, it is important to evaluate or assess the extent to which policy outputs in the form of achieving results from program implementation can solve public problems. Each informant in seeing and assessing the benefits of the results of program implementation in solving problems is based on different views in terms of program implementation time. Some considered that the results of the village development program were before the Covid-19 pandemic, and some considered that when the pandemic occurred until the Village Medium-Term Development Plan ended.

The consistency of program planning with village development results achieved to solve problems is in the first and middle years of the 6-year period of elaboration and implementation of the Village Medium-Term Development Plan in the annual planning of village development programs. Meanwhile, in the last 3 years, it is difficult to conclude that all program results can solve problems faced by the community.

Equity

The concept of smoothing at the level of policy evaluation is related to the issue of justice in the public sector. Good governance practices are expected to be able to create equity and anticipate development implementation practices that only favor a handful of elites and certain groups. An objective assessment of the equitable distribution of benefits from development programs needs attention from all parties so that the principles of justice in development can be realized for all parties who are the target of the policy.

In principle, the village government is considered to have distributed the village development budget in each fiscal year proportionally and evenly based on its allocation set out in the Village Budget. Likewise, the results of program implementation can be said to be equally enjoyed by all community groups, especially people who are the target or target of the program.

Responsiveness

Responsiveness is one of the important criteria to get attention in evaluating policy output, it must be in line with other criteria such as effectiveness, efficiency, adequacy, and even distribution. Although not all the results of program implementation can meet the needs or desires of the community, from the aspect of responsiveness in the form of conformity between the real needs of the community and the results achieved, it is quite felt for the community, so that there are no facts that show significant differences between the results and public desires.

Appropriateness

To evaluate or assess the benefits/usefulness of the results achieved in program implementation, the last indicator that can be used is related to the issue of appropriateness. Viewed from the aspect of regional development, the results of program implementation are very beneficial because several villages and sub-district infrastructures that are vital as public service facilities are available and function to be utilized by the community. Therefore, community involvement in the development process itself in terms of maintaining and making good use of the various service facilities that are already available needs to be continuously developed, so that they feel that development is an inseparable part of their lives so that the results of development that have been achieved can be enjoyed internationally sustainable.

The changes that occur because of the results of program implementation as revealed from the results of the research shows the fact that there are benefits that can be directly felt by the community. In this regard, appropriateness in the formulation and implementation of government policies is needed to meet the needs and solve the problems faced.

Based on the description of the results of the study on the indicators mentioned above, the following researchers provide recommendations from the findings on indicators that are considered not working well, namely effectiveness, efficiency, and adequacy. If viewed from the perspective of policy evaluation, the aspect of effectiveness in achieving the results of implementing village development programs needs to be evaluated systematically and sequentially, starting from the process of determining program planning, implementation, and control to the results achieved. In this way, every program plan implemented will achieve the expected results.

Then simultaneously the steps mentioned above need to be followed by regular evaluations of the use of the budget so that the possibility of irregularities or leakages can be avoided

so that in the end it will create budget efficiency that can produce greater policy outputs that provide benefits to the community.

Meanwhile, from the aspect of adequacy which is interpreted as the ability of the results of program implementation to overcome problems, it is necessary to develop community participation in every stage of the village development process. Because through community involvement, the problems that are being faced can be identified so that the formulated programs can be in direct contact with efforts to solve problems in fulfilling the interests of the community.

Conclusion

Based on the six indicators studied to assess or evaluate the policy outputs of the Village Medium-Term Development Plan in the form of the results and benefits of implementing the village development program in the sample villages, it shows that there are three indicators that are still not working well, namely Effectiveness, Efficiency, and Adequacy. From the aspect of the effectiveness of achieving results and benefits from implementing the village development program, it illustrates that measured from the timeliness parameter to achieve results it is considered less effective because there are still programs that have not been implemented during the period of elaboration of the Village Medium-Term Development Plan in program implementation.

Likewise, from the efficiency aspect, it illustrates that the efforts made in the form of providing adequate village development budgets are in fact not commensurate with the results and benefits obtained to be fully enjoyed by the community.

Furthermore, from the aspect of adequacy, namely the extent to which the results of implementing a village development program can solve the problems assessed or evaluated in the last three years of the implementation of the Village Medium-Term Development Plan, there are physical programs that cannot be completed so that they are considered unable to solve the problem.

The factors causing the three indicators mentioned above which are considered not working well are the same, namely due to changes in government policies, especially in the regulation of the use of the DD budget for the implementation of village development programs in order to deal with the impact of the Covid 19 pandemic. While the last three indicators, namely Equity, responsiveness, and appropriateness, the results of the research study show that each of these indicators is considered to have been running well.

Community participation which is directed at the four targets studied in the research, namely participation in decision making which is viewed from the aspect of determining village development program planning decisions in various planning deliberation forums, is considered to have gone well. This is marked by the involvement of the community in

contributing ideas in every hamlet or village meeting. The community feels that their involvement is important in every planning deliberation forum because they can convey ideas or opinions so that later decisions made are expected to accommodate the interests of community groups.

In terms of implementing decisions in the form of implementing village development programs, it appears that community participation is less developed in providing self-help work that is mutual. This is due to the public perception that in every program implementation, especially the physical infrastructure development program, there is a budget that can be used as work wages so that the tendency of the community to contribute labor when there is a work wage reward that will be obtained.

Community participation to enjoy the results in the form of maintaining the results of program implementation is considered to have gone well, especially the contribution of energy to the program results that have been achieved, because it can be directly enjoyed and greatly benefits the sustainability of fulfilling the interests and needs of the community. Meanwhile, community participation to evaluate the results in the form of assessment and supervision of the results of the implementation of village development programs is still not going well. The results of the study indicate that the contributing factor is that the community's understanding of the various regulations governing the rights of the community to conduct an assessment or evaluation and supervision of the planning and results of the implementation of village development programs is still underdeveloped.

Suggestion

1. To increase the effectiveness and efficiency of the results of the implementation of village development programs that have been planned in the RPJM-Desa, it is better if the village government and BPD use their authority to regulate and decide on various village development programs based on the original (innate) autonomy of the village without too much intervention from outside, as long as it does not conflict with regional and national development policies. Thus the village will develop faster because the village government and the community are freer to choose and determine their own development programs that are relevant to the problems and potentials of the village. Dalam penyusunan RPJM-Desa kedepan, sebaiknya dibentuk Tim Khusus pendamping pemerintah desa yang profesional dan memiliki kompetensi dari berbagai disiplin ilmu yang cukup memadai di bidang pengkajian masalah pembangunan desa. Tim khusus ini sangat dibutuhkan terutama dari kalangan akademisi untuk melakukan pengkajian secara mendalam agar semua program dapat memecahkan masalah, sehingga dapat diminimalisir kemungkinan kegagalan program pembangunan desa.

2. Village and regional governments need to continuously carry out socialization as a learning process to change people's perceptions towards a more oriented understanding of the importance of development so that it will foster trust and togetherness between the village government and the community to always be involved in every development process. village. Participation that grows is not just a development slogan that seems to be mobilized but grows from public awareness as the right to determine the progress to be achieved.
3. To build a more participatory village development governance, from the perspective of public policy, the concepts of community participation should be developed as an indicator to evaluate the success rate of village development, so that it can be seen whether the ongoing development is really based on the interests of the community (pro-people)

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