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VILLAGE GOVERNMENT CAPABILITY IN REALIZING RURAL ROAD INFRASTRUCTURE DEVELOPMENT

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ABSTRACT

This study aims to describe and analyze the capability of the village government in realizing road infrastructure development in Forekmodok Village, Weliman District, Malaka Regency. The findings show that the village government has attempted to improve road development through participatory planning, transparent financial management, and community involvement in implementation. Despite these efforts, several challenges persist, including limited capacity of village officials, weak supervision, and unequal development across areas, particularly in Bei Mali Hamlet. The results highlight the need for strengthening governance practices so that road development can be carried out more effectively and fairly for all communities in the village.

Keywords: *Village Government Capability, Road Infrastructure, Village Development.*

INTRODUCTION

Rural development in Indonesia has undergone a major shift following the enactment of Law Number 3 of 2024, which amends Law Number 6 of 2014. (Hidayah, 2025) explains that the revised policy positions villages as autonomous governmental units with the authority to design development plans, manage budgeting processes, and carry out as well as review development activities independently. This reform marks a departure from the previous approach where villages merely acted as implementers of central government programs, moving instead toward a model in which local governments have greater control over determining their own development priorities. As a consequence, village governments are required to strengthen their administrative skills, deepen their

understanding of existing regulations, and improve institutional capacity. These efforts are essential to ensure that development initiatives go beyond fulfilling administrative requirements and genuinely contribute to the social, economic, and overall welfare advancement of rural communities (Prajoko, 2025).

In line with this shift in responsibilities, contemporary village governance requires a more professional approach to organizational management. Village governments are expected to adopt digital-based services, enhance the competence of their personnel, strengthen administrative procedures, and use data-driven decision-making to ensure that development initiatives are implemented efficiently and accurately (Jafar, 2024). As a result, village administration can no longer rely solely on traditional working habits or experiential practices; it must instead apply measurable, performance-oriented planning principles. Villages that develop standardized and modern administrative systems will be better equipped to respond to the increasingly complex social and economic conditions within their communities.

Recent studies have also reshaped the standards of village governance by highlighting the importance of transparency, accountability, open access to information, performance effectiveness, and the ability to respond to community needs. Public participation is expected to be actively involved at every stage of the development process. Within this framework, the success of development programs is no longer evaluated solely based on how much of the budget has been spent, but on how well the implementation process can be monitored and objectively justified to the public (Qonitah, 2025). Village governments that uphold principles of openness and transparency typically gain greater trust and stronger community support in carrying out their development initiatives.

Planning serves as a critical foundation for the success of rural development. Village governments that are able to design development plans rationally grounded in evaluations of actual conditions in the field, prioritizing the community's urgent needs, and aligned with the village's fiscal capacity tend to achieve more effective development performance (Susanto, 2024). A structured planning process allows programs to be implemented with clearer direction, ensures public oversight is more

transparent, and enables development achievements to be evaluated more easily during each budget cycle. In contrast, villages that do not adopt data-driven planning often encounter uneven development outcomes, budget utilization that fails to meet real needs, and limited community support for development policies being implemented (Subrata, 2024).

Recent research on participation-based development emphasizes that the success of village development is strongly influenced by the active involvement of the community at every stage starting from planning, implementation, to monitoring activities (Ginting, 2024). Participation in this context does not merely refer to residents being physically present in community meetings, but also includes contributing ideas, engaging in decision-making processes, and taking part directly in development activities so that the programs carried out truly reflect the community's real needs. The study also highlights that involving citizens is a key factor in strengthening the legitimacy of development efforts, as villages that position the community as the true stakeholders of the development process tend to achieve higher levels of successful implementation.

In the context of the latest policy direction, village development is expected to prioritize the achievement of concrete and measurable outcomes. This means that development efforts should genuinely enhance the quality of life of rural communities, broaden economic opportunities, strengthen social relationships, and reduce inequalities between different areas within the village (Diah, 2025). Under this approach, improving village road infrastructure becomes a crucial element, as road networks serve as the primary pathways for economic activity and community mobility. Reliable and accessible roads can speed up the transport of agricultural products, lower distribution expenses, facilitate residents' access to essential public services such as education and healthcare, and support stronger socio-economic connections between various parts of the village.

As a village whose population predominantly depends on agricultural activities, Forekmodok requires adequate road infrastructure to support its community's economic mobility. During the 2023–2024 period, the village government prioritized the construction of concrete pathways and farm access roads as key development programs. However, field

observations reveal several ongoing challenges in their implementation, including limited technical skills among village officials in understanding construction standards, suboptimal project supervision, and unequal development distribution—particularly in Seirai Hamlet, Beimali Village. These conditions illustrate that the success of rural development is not solely determined by the amount of budget allocated, but also by the institutional capacity of the village government to manage development effectively, accountably, and in alignment with community needs. Based on this context, the present study aims to examine comprehensively the capability of the Forekmodok Village Government in implementing road infrastructure development, as part of efforts to promote more professional, modern, and sustainable village governance.

RESARCH METHODOLOGY

This study employs a qualitative approach with a case study design to explore in depth how road infrastructure development policies are implemented in Forekmodok Village. The analysis covers the entire policy cycle including planning, budgeting, execution, monitoring, and the roles played by both village authorities and community members. In public administration, program evaluation requires examining the full process rather than merely focusing on its physical outcomes (Prasasti & Farid, 2025). Forekmodok Village, located in Weliman Subdistrict, Malaka Regency, was selected purposively because during the 2023-2024 period it carried out concrete road construction and farm-access road projects through Village Funds, yet continued to face challenges such as uneven development distribution, weak technical supervision, and limited capacity of village officials to understand construction standards. Data for this research were collected through semi-structured interviews with village authorities, project implementers, the Village Consultative Body, and beneficiary communities. These interviews were supplemented by direct field observations to verify the alignment between project documents and on-site conditions. In addition, secondary data were obtained from official village documents such as the Village Medium-Term Development Plan (RPJMDes), the Village Government Work Plan (RKPDes), the Village Budget (APBDes), activity reports, cost estimates (RAB), and relevant scholarly literature related to village development governance.

The data analysis process in this research was carried out through several stages: data reduction, data presentation, and conclusion drawing. During the reduction phase, field information was filtered and categorized according to key areas of inquiry, such as governance in road development planning, accountability in budget utilization, construction implementation, and the effectiveness of monitoring mechanisms. The organized data were then presented in narrative form to clearly show the relationships among the findings and make the analysis easier to interpret. The conclusions were derived inductively by comparing interview results, field observations, and document reviews, enabling the identification of patterns that explain the capacity of the Forekmodok Village Government in managing road infrastructure development. To ensure data validity, the study applied source, technique, and theoretical triangulation as recommended by (Diah, 2025), which involved verifying the consistency of information obtained from different respondents, documents, and scholarly references. This approach is expected to provide an objective and scientific description of the quality of road development governance in Forekmodok Village during the 2023–2024 period.

RESULTS AND DISCUSSION

In the context of contemporary rural development, success is no longer measured solely by the size of the budget allocated for infrastructure. More importantly, it is reflected in how well the stages of planning, implementation, supervision, and utilization of development outcomes are carried out in an integrated and measurable manner. Village development achievements must rest on participatory governance, where community members are given meaningful space to influence policy directions, ensuring that programs meet not only administrative requirements but also gain social legitimacy because their benefits are directly experienced by residents (Nababan, 2024). The planning process at the village level should emphasize a bottom-up approach, placing collective deliberation among village authorities, the Village Consultative Body (BPD), community leaders, local institutions, and beneficiary groups as the foundation for development decisions (Maryani & Eka, 2022). Furthermore, Nasir highlights that the technical and

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administrative skills of village apparatus are crucial determinants of how effective and high-quality development implementation can be (Nasir, 2025). Challenges such as limited financial capacity, weak technical oversight, and unequal distribution of development across regions continue to persist. Therefore, professionalizing village governance and adopting long-term sustainable development strategies are essential steps to address these issues (Widjaya & Damayanti, 2025).

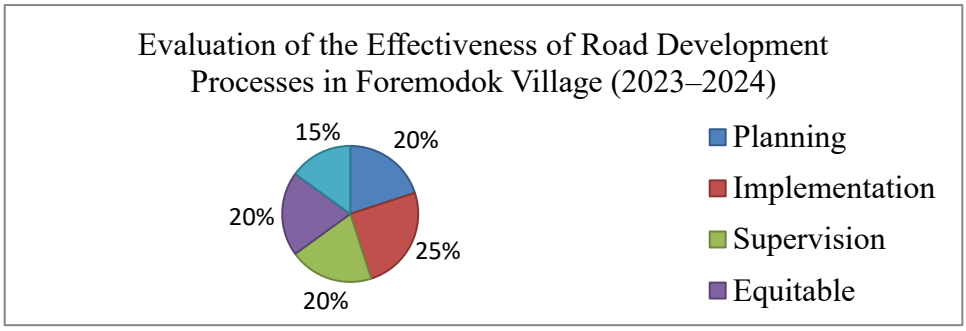

Figure 1. Evaluation of the Effectiveness of the Road Development Process in Foremodok Village (2023–2024)
Source: Data Processesed by the Author 2025

Figure 1 illustrates the evaluation of the effectiveness of road development processes in Foremodok Village during the 2023–2024 period. The distribution of percentages reflects the relative contribution of each development stage to the overall effectiveness of road infrastructure development. Implementation represents the largest proportion at 25 percent, indicating that the execution phase plays the most dominant role in determining the success of road development. This suggests that the quality of physical construction, labor management, and on-site coordination significantly influence development outcomes. Planning, supervision, and equity each account for 20 percent of the total assessment. The planning component highlights the importance of structured and participatory preparation in ensuring that development activities align with community needs and village priorities. Supervision contributes equally, emphasizing the role of monitoring and oversight in maintaining construction quality and compliance with technical and financial standards. Meanwhile, the equity aspect reflects efforts to distribute development benefits fairly across different areas of the village.Participation

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constitutes the smallest share at 15 percent, indicating that community involvement, while present, is relatively less influential compared to other stages. This suggests that public participation has not yet been fully optimized, particularly in decision-making and evaluation processes, and still requires strengthening to enhance inclusive development. Overall, the diagram demonstrates that while road development in Foremodok Village has been relatively effective, its success is primarily driven by implementation capacity, supported by planning, supervision, and equity considerations, with community participation remaining an area for further improvement.

Findings from research conducted in Forekmodok Village indicate that the construction of the concrete-paved road in 2023–2024 was carried out through a series of stages, beginning with community-inclusive planning, followed by budget formulation, physical implementation, and subsequent evaluation of the development outcomes. During the planning phase, the village government organized village deliberation meetings as a platform to gather residents' priorities and aspirations. The results of these discussions were then incorporated into the Village Development Work Plan (RKPDes) and the Village Budget (APBDes), which serve as the formal basis for project execution. This aligns with Turmudi's view that village deliberations function as a democratic mechanism to ensure that development decisions gain legitimacy from the community (Turmudi, 2024).

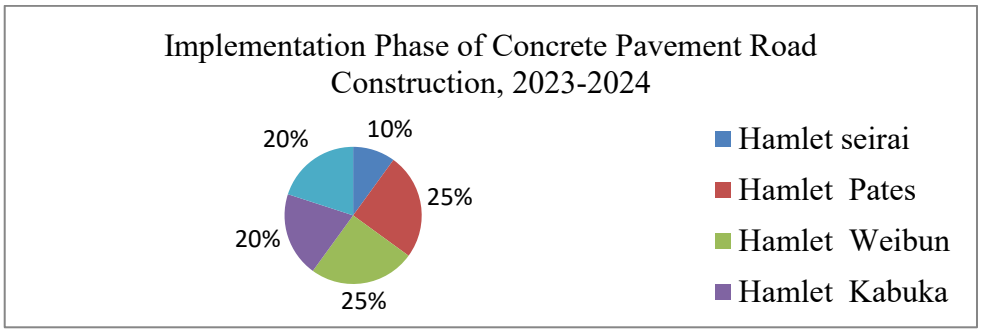

Figure 2. Implementation Phase of Concrete Pavement Road Construction by Hamlet, 2023-2024
Source: Data Processesed by the Author 2025

Figure 2 illustrates the distribution of the implementation phase of concrete pavement road construction across different hamlets in Foremodok Village during the 2023-2024 period. The percentages indicate how road development activities

were allocated spatially among the village areas. Dusun Pates and Dusun Weibun each account for the largest share at 25 percent, indicating that these two hamlets received the most intensive implementation of concrete road construction. This suggests that development priorities during this period were strongly focused on areas considered to have higher urgency or greater functional importance for mobility and economic activities. Dusun Kabuka and Dusun Laen Au each represent 20 percent of the total implementation. This reflects a moderate level of development intervention, showing that these areas were included in the road construction program, although not to the same extent as Pates and Weibun.

Meanwhile, Dusun Seirai accounts for the smallest proportion at 10 percent, indicating relatively limited implementation compared to other hamlets. This distribution highlights an imbalance in the spatial allocation of road infrastructure development, suggesting that certain areas have not yet received proportional development attention. Overall, the diagram demonstrates that while road construction has been implemented across multiple hamlets, the level of intervention varies, pointing to the need for more balanced and systematic planning in future development cycles.

During the implementation stage, the construction of the concrete-paved road funded with a total budget of Rp.338,188,000 was carried out using a cash-for-work model, which provided immediate economic benefits for local residents while simultaneously accelerating the development program. Despite these advantages, the study identified several technical obstacles, particularly the absence of qualified construction experts. As a result, certain sections of the project required rework because they did not initially meet the expected construction quality standards. This finding is consistent with Syaifullah's argument that development projects in rural areas are vulnerable to producing outputs that appear satisfactory only on administrative documents but fall short in terms of structural durability and technical reliability when not supported by professional expertise (Syaifullah, 2025). Additional challenges also emerged, including limited availability of proper equipment, the relatively low level of technical experience among some workers, and insufficient understanding of the required work specifications. These factors

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collectively contributed to the need for improvements during the construction process

Additional challenges also emerged during the implementation process, particularly related to the limited availability of adequate equipment, the relatively low level of technical competence among certain workers, and the insufficient understanding of detailed work specifications required for optimal performance. These constraints not only slowed down several stages of construction but also increased the likelihood of technical errors, rework, and inefficiencies in resource utilization.

As a result, project managers were compelled to carry out continuous adjustments throughout the project lifecycle, not only to address emerging technical issues but also to respond to varying levels of worker competency and resource limitations. This process required the provision of additional guidance through direct supervision, on-the-job training, and more detailed technical instructions to ensure that each task was executed correctly. Moreover, enhanced on-site supervision became essential to monitor work progress, prevent recurring errors, and maintain compliance with established construction standards and safety regulations. Through these adaptive management efforts, project leaders sought to sustain project quality, minimize delays, and ensure that the overall objectives of the construction process could still be achieved despite existing constraints.

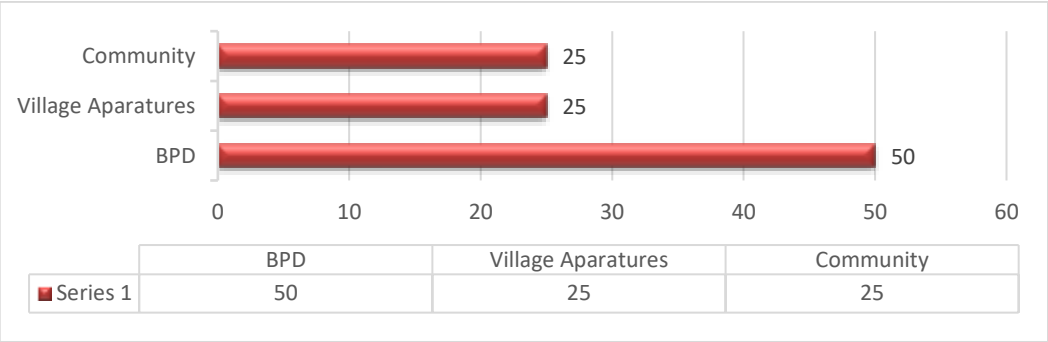

Figure 3. Supervision Phase of Concrete Pavement Road Construction, 2023-2024

Source: Data Processesed by the Author 2025

Figure 3 illustrates the distribution of supervisory roles in the concrete pavement road construction process in Foremodok Village during the 2023-2024

period. The proportions reflect the involvement of different actors in monitoring and overseeing the implementation of road development activities. Community members account for the largest share at 50 percent, indicating that public participation plays a dominant role in the supervision process. This suggests that monitoring activities are largely based on community observation and direct involvement at the field level, reflecting a participatory oversight approach. The Village Consultative Body (BPD) and village officials each contribute 25 percent. The involvement of the BPD represents the formal institutional oversight function, ensuring that development activities align with agreed plans and community interests. Meanwhile, the participation of village officials reflects the administrative responsibility of the village government in supervising project implementation in accordance with technical and financial regulations. Overall, the diagram shows that supervision of road construction is not concentrated in a single actor but shared among institutional and community stakeholders. However, the dominance of community-based supervision also indicates the need to strengthen technical and professional oversight to improve construction quality and accountability.

The monitoring activities carried out by village officials, community members, and the Village Consultative Body (BPD) have been implemented through document reviews, budget evaluations, and field inspections. However, the effectiveness of this oversight remains limited due to the insufficient technical capacity of village personnel in assessing both construction quality and administrative compliance. Most evaluations rely heavily on direct observation and personal judgment, without the support of technical instruments or guidance from professional experts. Consequently, the monitoring process has not yet been able to fully ensure that the construction outcomes meet the established technical specifications. For this reason, enhancing the competencies of local officials through technical training and adopting standardized development audit procedures are essential steps to strengthen the oversight function in Forekmodok Village.

From the standpoint of development equity, the findings indicate that the benefits of village development have not been evenly experienced across all areas. The concrete-paved road that has been constructed provides greater advantages to

the Pates area, while other locations such as Seirai Hamlet, particularly Beimali still lag behind in terms of infrastructure progress. This disparity aligns with Sugiastuti's argument that variations in fiscal capacity and limitations in annual planning are key factors contributing to uneven distribution of development outcomes across regions (Sugiastuti, 2024). This condition underscores the need for the village government to design a more systematic multiyear development plan so that each area receives consistent and predictable development allocations over time. Such an approach is essential to reduce disparities in access to development benefits, which may otherwise shape community perceptions of fairness toward village policies.

Beyond issues of territorial disparities, this study also reveals a set of institutional and structural obstacles that shape both the quality and the distribution of development outcomes in rural areas. Limited financial resources force the village government to postpone certain programs or implement them in gradual stages. As a result, within a single fiscal year, development achievements often fall short of addressing the full range of community needs. Additionally, the village's relatively weak technical planning capacity contributes to poorly organized data collection on development priorities, making it difficult to establish a clear and long-term prioritization framework. These findings align with Rozikin's argument that inadequate planning tends to reproduce recurring problems such as delays in project execution, uneven distribution of development initiatives across different areas, and outputs that fail to meet the expected quality standards (Rozikin, 2025).

From a social and economic standpoint, the development of concrete road infrastructure in Forekmodok Village has played a significant role in improving community mobility, particularly for those engaged in agricultural activities. With better access, farmers can more easily transport crops such as rice, corn, and other plantation products to marketing points or the village's economic centers. This observation is consistent with Fadiha's view that basic infrastructure serves as a fundamental driver of local economic growth by enhancing the efficiency of product distribution and reducing transportation costs (Fadiha, 2025). However, the benefits of this development have not been evenly distributed. Areas that have yet

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to receive similar infrastructure improvements still experience limited access, which restricts their economic participation. In essence, while the upgraded roads have generated positive impacts, these advantages are not yet equitably felt across all parts of the community.

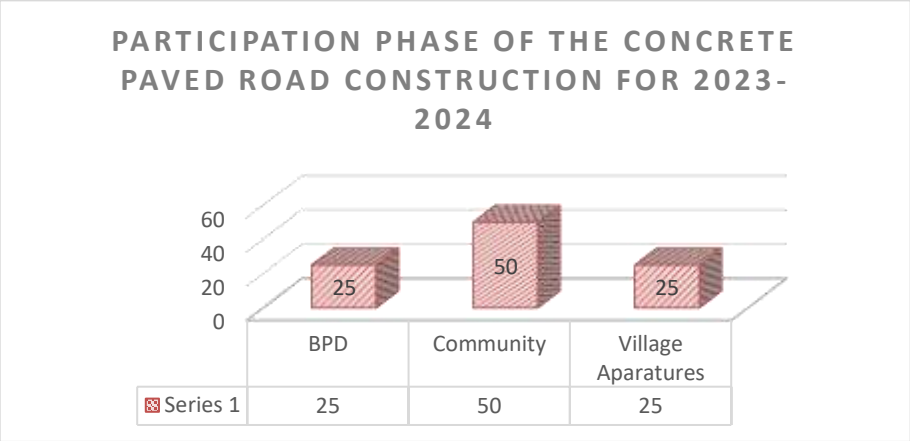

Figure 4. Stakeholder Participation in the Concrete Pavement Road Construction Process in Foremodok Village (2023-2024)
Source: Data Processesed by the Author 2025

Figure 4 illustrates the distribution of participation in the concrete paved road construction process in Foremodok Village during the 2023-2024 period. The proportions indicate the level of involvement of different stakeholders throughout the development activities. Community members account for the largest share at 50 percent, indicating that public participation constitutes the most significant component in the road construction process. This involvement primarily takes the form of labor contribution, on-site engagement, and participation in community-based activities related to road development. The Village Consultative Body (BPD) and village officials each represent 25 percent of participation. The involvement of the BPD reflects its role in representing community interests and supporting development decisions, while the participation of village officials demonstrates the administrative and organizational responsibilities of the village government in facilitating development activities. Overall, the diagram shows that participation in road construction is largely community driven, supported by formal village institutions. However, the structure of participation suggests that community involvement is more operational than decision-oriented, indicating the need to

strengthen participatory mechanisms that allow broader involvement in planning and evaluation stages.

From a participation perspective, the development process has created opportunities for community involvement, both as laborers in constructing village roads and as on-site monitors. This direct engagement also provides economic benefits in the form of additional income for residents, in line with the empowerment concept discussed by (Irawan, 2024). However, community involvement is not yet comprehensive, as some residents merely receive information without being able to participate in decision-making or technical discussions. The predominantly consultative nature of participation highlights the need to strengthen deliberative approaches, enabling the community to act as active partners in determining the village's development priorities.

The sustainability of development in Forekmodok Village heavily relies on the village government's capacity to establish a systematically documented oversight administration. The absence of professional personnel for field supervision has resulted in a lack of formal technical standards recorded in official documents, such as construction quality reports, technical specification logs, and guidelines to serve as references for subsequent work. This finding aligns with Hifni's argument that sustainable development requires a foundation of measurable technical information to guide future stages (Hifni, 2022). Therefore, strengthening governance in documentation is crucial to ensure that every development process can be monitored, assessed, and serve as a reliable reference for planning future projects

CONCLUSION

Based on the research findings, the construction of concrete paved roads in Forekmodok Village has generally adhered to the village development governance framework, which emphasizes community participation, transparency in procedures, and legal legitimacy through village deliberations as the basis for decision-making. This development has contributed significantly to improving community mobility and supporting economic activities, particularly in the

agricultural sector. However, limitations in the technical skills of village officials and the absence of construction experts have affected the quality of the work, leaving some infrastructure components in need of repair. Moreover, the implementation pattern, which depends on the annual budget cycle, has resulted in uneven fulfillment of community needs, leading to persistent disparities in development across different areas of the village.

In light of the observed conditions, the village government should enhance the competencies of its officials through training programs covering areas such as development administration, construction quality assessment, financial management, and activity supervision systems. Strengthening these capacities aims to ensure that development projects are executed more professionally, systematically, and with a focus on sustainability. Additionally, the involvement of construction experts is essential to guarantee proper quality oversight on-site, ensuring that projects are not only completed according to procedures but also meet verifiable technical standards.

In the future, the Forekmodok Village government should implement a well-structured medium-term development planning approach to ensure that all areas receive more balanced and sustainable infrastructure investments. Additionally, a more organized and documented record-keeping system is needed, including technical reports, annual evaluation results, and detailed records of work quality, which can serve as a reference for improvements in subsequent years. By enhancing the capacity of village officials, directing planning effectively, managing development documents systematically, and encouraging community involvement not only through village meetings but also in monitoring processes, the construction of roads in Forekmodok Village is expected to achieve higher quality, clearer equity in development, and ultimately improve the welfare of all village residents.

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