

Leadership Role in the Success of Community Development Program Case Study of Rumbio Village, North Sumatera

Agni Alam Awirya

Background

- Decline of international commodities prices give impacts to people's income and wealth in North Sumatra
- In order to increase peoples' welfare amidst economic slowdown, policy makers have done several things in accordance. One of which is community development program.
- However, not all community development programs could increase peoples' wealth. Some programs are not sustainably used that in turn makes people revert to their old ways of earning money which makes it hard to keep up with economic slowdown.
- Nevertheless, there are still several programs that could elevate peoples' wealth and could change peoples' way of living.

Research Objectives

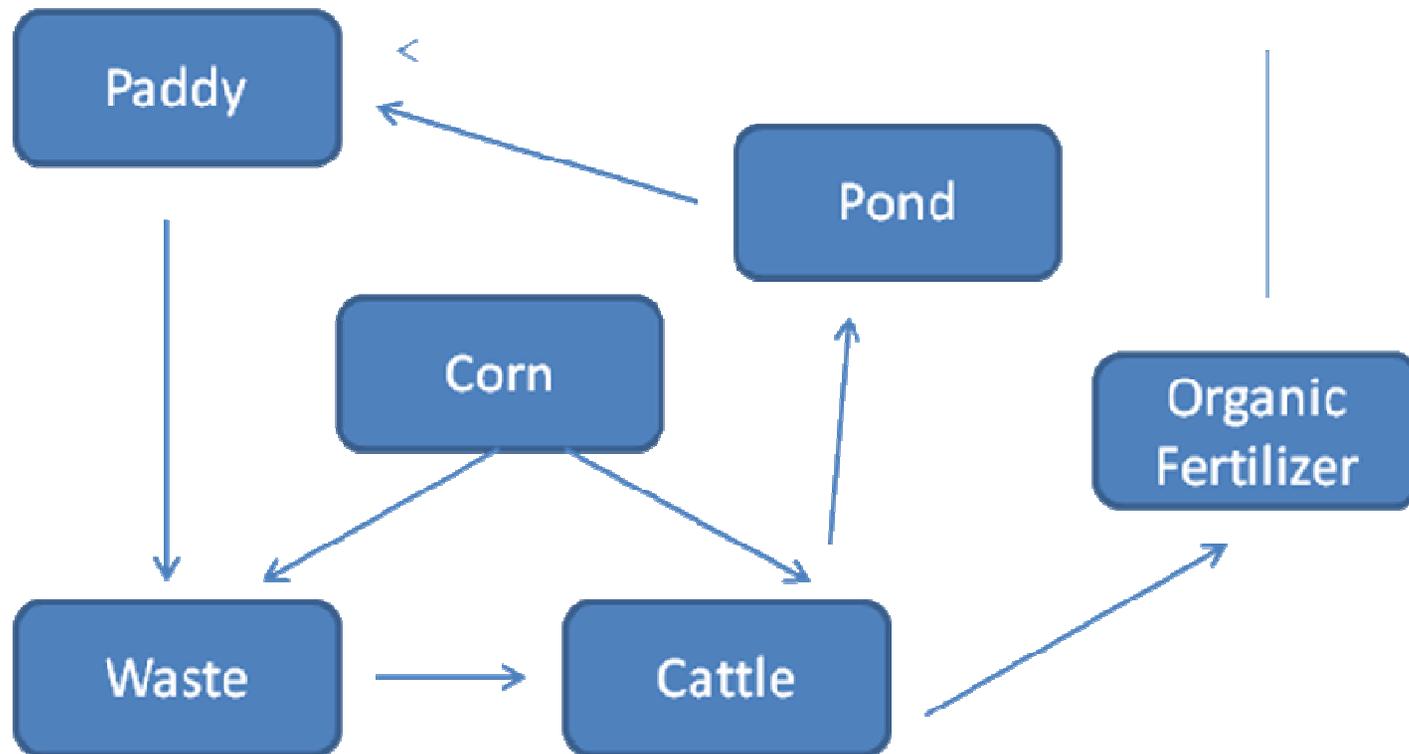
- This research aims on finding key factor of success in community development program in North Sumatera, at Rumbio Village, Panyabungan Utara district, Mandailing Natal regency.
- This research is an exploration from the existing community development program. Result from this study can be used as an input for next research regarding community development.

Community Development

- Unesco in 1956 states that “Community Development” has been defined as “a generic term used to describe the processes by which local communities can raise their own standard of living. These processes include the organization or establishment of services, e.g. for social welfare, health protection, education, improvement of agriculture, development of small-scale industries.” (Unesco 1956).
- Community Development Program has three main characteristics that are people-based, local resources-based, and sustainable.

Integrated Agriculture

Scheme of Integrated Farming System in Indonesian Wetland. (Nurcholus and Supangkat 2011)



Research Methodology

- This study is an exploration from integrated agriculture system development at Rumbio Village, Panyabungan Utara district, Mandailing Natal regency.
- Most of analysis in this study uses primary data. Primary data mining is done thru in-depth interviews with local government, village officials, and farmers' community.
- Another method is Focus Group Discussion. Data collection was conducted during Juni until December 2015.

Rumbio Village, Mandailing Natal Regency



Rumbio Village

Rumbio Village, Mandailing Natal Regency

- Rumbio Village is part of Panyabungan Utara district, Mandailing Natal regency, North Sumatera province. Located at the hill of mountain Sorik Marapi, soil at Rumbio village is very fertile and can be used to plant many productive things such as rice, coconut, and rubber.
- Abundant water supply from Batang Gadis River flows at the back of village. Thick forest view from National forest of Batang Gadis can be vividly seen by the river. Most of people do their own land.
- Most of residents at Rumbio Village are farmers. Agricultural activity that are done there are food farming, horticulture, and stock breeding. People also develop plantation activity such as rubber and coconut. International price weakening of rubber also affects rubber plantation at Rumbio Village.

Before Community Development Program

Cattle farm activity in the form of cattle fattening is also done separately with other agriculture activities. Cows are grazed at grass field area in village area. The shortcoming of this grazing method is lack of supervision of what cows eat that their health is at risk. Field observation shows that grazed cows are thin and unkempt



“The youths who used to take sap after school are no more. All they do is hangout at shops.”

(Khairul Anwar Lubis, Rumbio Village Head)

Early Stage of Community Development Program

Focus Group Discussion is done at June 2015. This FGD involves BI Sibolga, local government of Mandailing Natal and village officials of Rumbio. The result of FGD shows that Rumbio village is ready to implement integrated agriculture system.



Endorsement from Bupati (Regent) of Mandailing Natal Regency

“People of Rumbio Village have a higher Human Development Index than people at NTB Province so they should be able to develop better integrated agriculture system.”

(Mohammad Junaifin, Head of BI Representative Office Sibolga)

“We believe that development of integrated agriculture system at Rumbio Village will run smoothly. We are ready to help livestock and artificial insemination.”

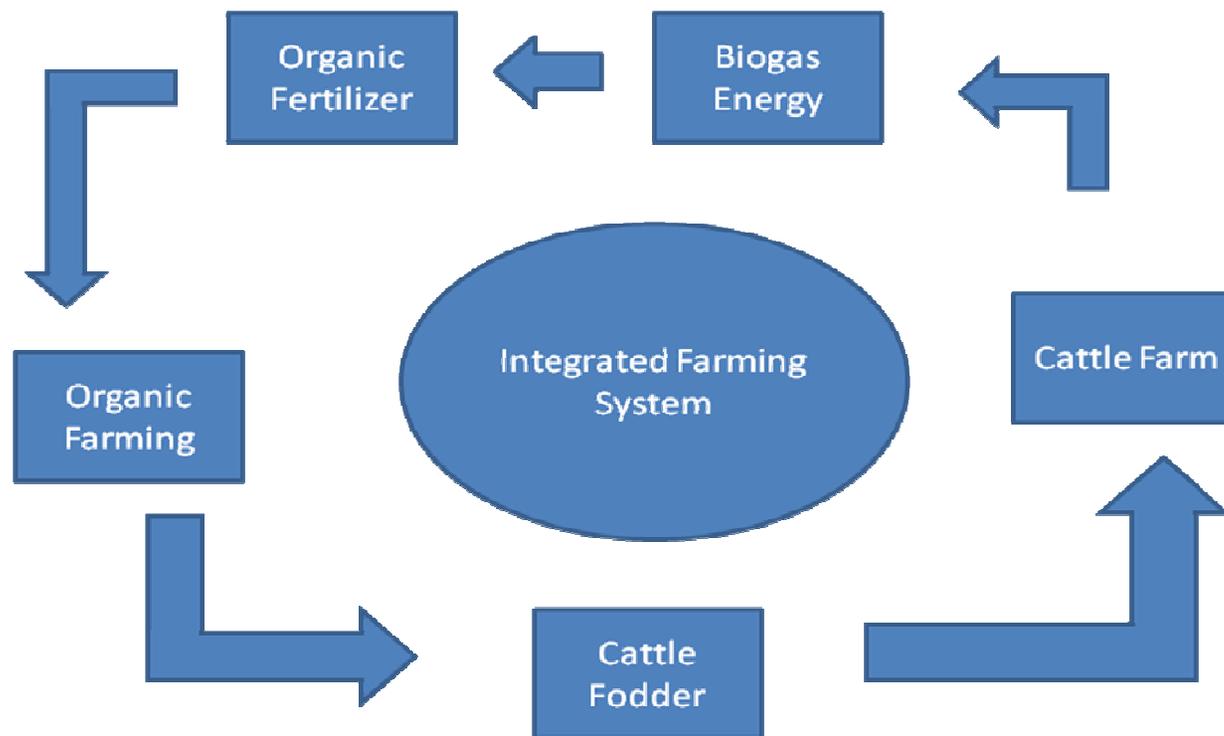
(Sahreni, Head of Division of Agriculture and Livestock Agency Mandailing Natal regency).

“We are so grateful to be chosen to implement integrated agriculture program. We are ready and are fully committed to implement this program.”

(Khairul Anwar Lubis, Head of Rumbio village)

Integrated Agriculture Program

this community development program is held through integrated agriculture program



Challenges in Integrated Agriculture Program Implementation

(DCLG) Department of Communities and Local Government (2006) have summarized obstacles that are normally encountered such as the model of community development program, asset adequacy be it financial or social asset adequacy, and also competency development as well as synergy between community members with the rest of community and with the government.

The model

- Community development thru integrated agriculture system gives different business scheme than the existing scheme.
- The difference is most apparent at cow breeding business. Previously, breeders graze cows at grass land.
- This development program will make breeders put cows into a loft that is also well known as communal cattle breeding. This method needs breeders' effort to collect grass as cattle's' food.
- This method is new that it faces rejection between the villagers. This causes people to be reluctant to participate in this integrated agriculture program.

Challenges in Integrated Agriculture Program Implementation

Asset adequacy

- Rumbio villagers have enough social capital. Strong leadership that is done finely by head of village becomes one good social asset for community development.
- There has not been any organization that accommodates and mobilizes people to participate in community development program such as integrated agriculture. Existing village organizations are such as village officials and religious organization.
- During the development, this organization structure is modified to push people to implement integrated agriculture program.

Competency side

- There are many people who have not acquired farming and good organization skill. Most of farmers acquire their farming skill hereditary. The number of farmers who have broad knowledge is relatively small.
- But there are farmers who have skill in managerial, chemical and mechanical. Farmers who have above average skills are main actors in the implementation of integrated agriculture program.

Challenges in Integrated Agriculture Program Implementation

Synergy between communities is still very limited. Farmers at Rumbio do not have good connection access with another area. Location of Rumbio that is geographically far from capital of the province makes it hard to get access to information. To date, Rumbio village relies on field extension workers from department of agriculture and livestock to do agriculture business.

Implementation of Integrated Agriculture Program Stage

At this first stage, a farmer group named “Thoriqoh” or “journey” is formed. The first task to be done is the building of communal loft. Work division in this phase is still very basic such as carpentry, procurement and administrative management. Head of Rumbio Village still takes role as community leader.

Second stage is the building of communal loft.

- Some of the materials are store bought and the rest are existing materials at the village. Staples that are provided by village people are river sand and part of woods. Communal loft was finished within two weeks. After the loft is done, group members started to put cattle into the loft.
- The influx of cattle to communal loft has a consequence on change in supervision of the group. Cattle management, provision of food, and loft cleanliness become new tasks that should be done. Therefore, they start managing things in a more orderly manner than before. Head of Rumbio Village still takes role as community leader in this phase.

Implementation of Integrated Agriculture Program Stage

The third stage is the building of biogas installation.

- The installation is done after the loft is filled with cattle. Therefore, cattle waste is already collected as main source of renewable energy resource. Biogas installation is done with assistance from farmers from Bunmudrak village, NTB.
- Bunmudrak village farmers also help with knowledge sharing of development of integrated agriculture. Biogas installation took around two weeks. The installed biogas is made of concrete that it is expected to have longer life. Energy from biogas is used for electrical need for farmers and two houses at the village.

Implementation of Integrated Agriculture Program Stage

The fourth stage is the final stage of completion of the physical infrastructure.

- The beginning of implementation of integrated agriculture system. Besides doing some fixes on communal loft, farmer group also finishes compost house that is equipped with organic fertilizer maker. It is also taken around two weeks. Communal loft quality is improved by providing fermentation room and by adding a room for group members to gather and receive guests
- Sale of cattle and fertilizer are also already done at local scale. Profit from the sale is divided into 3 parts; 40% for group members, 40% for further development and 20% for community. Profit division shows the awareness of business development in the future.
- Management of farmer group also experience changes. Head of village needs to divide his attention to another people in the village. Therefore, he is not the farmer group leader anymore. Divisions of work in the group are: administration, loft cleaning crews, provision of food, utilization and management of machines. Each function is supervised by one farmer. Therefore, head of village can focus on public facility provision. Leadership role has been transferred to other individuals.

Latest Condition



Key Success Factor for Integrated Community Based Agriculture Program

Leadership

Leadership becomes a very important factor in community development. In the case of Rumbio Village, the leadership from head of village is essential in making this program a success. The head of village believes that the program could run smoothly that it inspires group members to work hard for the program. He also made an important decision to make religious group as farmer group amidst rejection from people in the village. Leadership is also shown in the leadership change for the continuity of the program.

Shared Vision

When there is rejection among the villagers, religious officials takes over the integrated agriculture program. Shared vision between the members makes solidity in the team.

Key Success Factor for Integrated Community Based Agriculture Program

Spiritual

Religious officials have high spirituality aspect. Familiarity to spiritual ambience created good work drive. Besides, sincerity in work also makes them not have fear for failure. Spirit and determination based on spirituality show that shared vision was not enough without spiritual aspect.

“Sincerity is the most important thing for us, if we fail we still have grace from Allah.”
(Budi, farmer group member)

Government Support

- Government support is essential especially in the suitability of the work program of community development and the government's work program. Therefore, there would not be any conflict between programs so that community members feel safe in running the program. Government support is also important to sustain the community development program.
- In Rumbio case, government support can be seen from technical help and procurement help for production machines so that productivity of the program can be kept up.

Conclusion

- The conclusion of this study is that community development program thru integrated agriculture in Rumbio village is a success. The main indicator is being able to make a trade although it is still in limited scale. Besides, fast leadership succession is an early indication of the sustainability of the program.
- One key factor of the success is leadership. Leadership does not only inspire members to run the program but it is also useful in decision making process. Besides, strong leadership is also beneficial to create links and relationships with government and other elements in society. This is important in keeping the program sustainable. Other key factors are same vision, spirituality and government support.

Research Limitations and Proposed Further Research

- This community development study is still limited to one community. Therefore, there is need to involve several communities so that we can find key factors to success of community development programs.
- There needs to be a research on multicultural community to examine leadership dynamics and work division between groups.
- This study uses time frame of less than a year so that the success in the coming years can be observed.