

**GOOD VILLAGE GOVERNANCE CHARACTERISTICS FOR
STRENGTHENING THE FUNCTION OF VILLAGE DEVELOPMENT AND
SECURITY COMMITTEE (JKKK)**

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DEDICATION

Specially dedicated to Mama, Ayah
and Adik

To my dear
Friends

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In the name of Allah, the Most Gracious and the Most Merciful. Alhamdulillah, all praises to Allah for these strengths and His blessings in completing this thesis.

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ABSTRACT

Village Development and Security Committee (JKKK) is a community-based organization (CBO) that act as body that delivering the information and development programmes from the Federal and State government or agencies to the village communities and channeled the problems and voice out ideas from the local community to the government and agencies. The aim of this study is to develop good and effective village governance characteristics for strengthening the function of JKKK. To reach the aim, three objectives have been developed which are to understand the concept and characteristics of good village governance, to examine the current practice of village administration in Johor, issues and challenges and to identify characteristics of good and effective village governance in Johor. The design of study is exploratory research using qualitative method. There are 10 villages selected for this study which comprises of 8 traditional villages and 2 Felda settlements. The data obtained from the interviews was analyzed using content analysis and descriptive analysis. Result from this analysis, a summary of good and effective village governance characteristics is formulated. The factors of leaders selection, competencies of leaders and the practices of good governance principle becomes the highlight to strengthening the function of JKKK.

ABSTRAK

Jawatankuasa Kemajuan dan Keselamatan Kampung (JKKK) adalah organisasi berasaskan komuniti (OBK) yang bertindak sebagai badan yang menyampaikan maklumat dan program pembangunan daripada kerajaan persekutuan dan negeri atau agensi-agensi kepada masyarakat kampung dan menyalurkan masalah dan pandangan daripada masyarakat setempat kepada kerajaan dan agensi. Tujuan kajian ini adalah untuk membentuk kerangka kerja urus tadbir kampung yang baik untuk mengukuhkan fungsi JKKK. Bagi mencapai matlamat tersebut, tiga objektif telah dibangunkan iaitu untuk memahami konsep dan ciri-ciri urus tadbir kampung yang terbaik, untuk mengenalpasti amalan semasa pentadbiran kampung di Johor, isu dan cabaran dan untuk mengenal pasti ciri-ciri pentadbiran kampung yang terbaik dan efektif di Johor. Reka bentuk kajian adalah kajian penerokaan menggunakan kaedah kualitatif. Terdapat 10 kampung yang telah terpilih dalam kajian ini yang terdiri daripada 8 buah kampung tradisional dan 2 penempatan FELDA. Data yang diperolehi daripada temubual dianalisis menggunakan analisis kandungan dan analisis deskriptif. Hasil keputusan daripada analisis ini, satu ringkasan ciri-ciri tadbir urus yang baik dan efektif dirumuskan. Faktor pemilihan pemimpin, kecekapan pemimpin dan amalan prinsip tadbir urus yang baik menjadi kunci kepada pengukuhan fungsi JKKK.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	TITLES	i
	DEDICATION	ii
	ACKNOWLEDGEMENT	iii
	ABSTRACT	iv
	ABSTRAK	v
	TABLE OF CONTENTS	vi
	LIST OF TABLES	ix
	LIST OF FIGURES	x
	LIST OF ABBREVIATIONS	xi
1	INTRODUCTION	
	1.1 Introduction	1
	1.2 Problems Statement	1
	1.3 Research Objectives	4
	1.4 Research Questions	4
	1.5 Scope of Study	5
	1.6 Study Approach	5
	1.6.1 Preliminary Study	5
	1.6.2 Theoretical Study	5
	1.6.3 Data Collection and Analysis	6
	1.6.4 Conclusion	6
	1.7 Study Area	7
2	LITERATURE REVIEW	
	2.1 Introduction	9
	2.2 Governance	9
	2.2.1 Good Governance	10

2.3	Rural Governance	13
	2.3.1 Good Practice of Rural Governance	15
2.4	Indicator of Good Governance	18
2.5	Community-Based Organization	22
	2.5.1 Leadership	23
2.6	Rural Administration in Malaysia	24
	2.6.1 Village Development and Security Committee (JKKK)	28
	2.6.2 Function of Village Development And Security Community (JKKK)	29
	2.6.3 Administration of JKKK	31
2.7	Issues And Challenges in JKKK	32
2.8	Conclusion	36
3	RESEARCH METHODOLOGY	
3.1	Introduction	37
3.2	Study Approach	37
3.3	Procedure of Respondents Selection	38
3.4	Research Design	41
3.5	Research Material	42
	3.5.1 Secondary Data	42
	3.5.2 Primary Data	42
3.6	Data Analysis	43
3.7	Study Area	44
3.8	Conclusion	48
4	ANALYSIS AND DISCUSSION	
4.1	Introduction	49
4.2	The Current Practice of Village Administration	50
	4.2.1 Selection of Head of Village and JKKK Committee Member	50
	4.2.2 Planning Process	57
	4.2.3 Problem Solving	60

4.2.4	Financial Resource	63
4.2.5	JKKK Management	65
4.2.6	Involvement with Agency	68
4.5	Characteristics of Good and Effective Village Governance	70
4.6	Attributes of Good Village Governance	74
4.7	Conclusion	81
5	CONCLUSION	
5.1	Introduction	82
5.2	Findings of Research	82
5.2	Recommendation	84
	REFERENCES	85
	APPENDIXES	90

LIST OF TABLES

Table	Title	Page
2.1	Description of principle of good governance practice	11
2.2	Classification of rural areas by different country	13
2.3	Characteristics of effective and ineffective governance	18
2.4	The indicator of governance criteria	19
2.5	Jurisdiction according administration levels	27
2.6	Issues and challenges in JKKK	35
3.1	List of excellent villages and non-excellent villages	40
3.2	List of respondents' background	40
3.3	Explanation of interview questions	43
3.4	List of villages by districts and mukim	46
4.1	Selection of head of village and JKKK committee members	51
4.2	Summarize of planning process findings	57
4.3	Approach in problem solving	61
4.4	Financial resources	63
4.5	Number of meeting and attends training and courses in a year	66
4.6	Involvement of agency in organization	69
4.7	Lists of indicator for governance performance criteria	71

LIST OF FIGURES

Figure	Title	Page
1.1	Study Approach	8
2.1	Key principles of effective rural governance	17
2.2	The structure of state administrative machinery in Peninsular Malaysia	26
2.3	The JKKK organization structure	32
3.1	Method of respondent selection	39
3.2	Research Design	42
3.3	Map of study area	45
3.4	Map of study area by Mukim	47
4.1	Organization structure of JKRR	54
4.2	Criteria of good leader	56
4.3	Themes of issues arise	60
4.4	Financial resources according successful villages and unsuccessful villages	64
4.5	Frequency of governance performance criteria	72
4.6	JKKK organization structure with representative for each zone	75
4.7	Structure of village organization	77
4.8	Attributes of good and effective village governance	78

LIST OF ABBREVIATIONS

ADC	<i>Anugerah Desa Cemerlang</i>
ADUN	State Legislative Assembly
AKKF	<i>Anugerah Keceriaan Kampung Felda</i>
CBO	Community-Based Organization
FELDA	Federal Land Development Authority
ILBS	International Law Book Services
INEGI	National Institute of Statistics and Geography
INFRA	Institute for Rural Advancement
JKKK	<i>Jawatankuasa Kemajuan dan Keselamatan Kampung</i>
JKKR	<i>Jawatankuasa Kemajuan dan Keselamatan Rancangan</i>
KEMAS	<i>Jabatan Kemajuan Masyarakat</i>
KKLW	<i>Kementerian Kemajuan Luar Bandar dan Wilayah</i>
LGU	Local Government Unit
NGO	Non Government Organization
OECD	Organization for Economic Co-operation and Development
OKU	<i>Orang Kurang Upaya</i>
RED	Rural Empowerment Division
RUPRI	Rural Policy Research Institute
UN	United Nation
UPE	<i>Unit Perancang Ekonomi</i>
UPPN	<i>Unit Perancang dan Pembangunan Negeri</i>

CHAPTER 1

INTRODUCTION

1.1 Introduction

Governance is the process of making and implements decisions. The body that applies the governance is the governments, formal and informal organizations. Governance involve a multiplicity of decision making practices by a wide range of people and organizations, and to make the governance works effectively, effective leaders should be appointed to create social and institutional networks that would boost economic activities in villages besides enabling the villagers to enhance on agricultural skill (Day, 1998). Rural governance is a governing process about how rural people and institutions make decisions about their collective well-being (Stark, 2004). Good rural governance is about the best possible processes for making and implementing decisions for the wellbeing of rural people.

In Malaysia, the Village Development and Security Committee (JKKK) plays important role in the administration of the village community. JKKK is an instrument by which information and development programmes from the Federal and State governments are channeled to the village communities and to the contrary, the problems and voices of grassroots are channeled to the governments through JKKK. The effectiveness of JKKK in the governing of the village become crucial with paradigm shift in rural development that emphasis on community empowerment and the planning approach that required participation of the rural communities.

In Malaysia, the New Philosophy of Rural development and the *Gerakan Daya Wawasan* programme introduced in 1990s required rural community to

produce Rural Action Plan and also involved in the implementation of rural projects proposed in the Rural Action Plan. JKKK also need to keep records and statistics about village profiles and village activities (Ngah, 2015). The functioning of the JKKK very much depending on the capability of its leadership and team working of JKKK in village administration, mobilizing the community resources, coordinating programmes and activities, establishing networking with agencies and managing the wellbeing of village community.

In addition, the central government saw the importance of the good and effective leadership at grassroots level as an instrument for mobilizing villagers' energy for their own social and economic development, through developing their awareness on economic potentials, such as in agriculture, tourism and small scale industries and facilitating collaborating works on development programmes, such as *gotong-royong* (Shamsul, 1988). The government saw the needs to educate the village people to use these new amenities and the most importance is to encourage the rural community to participate in government efforts to develop the rural areas. Indirectly, strengthening the JKKK also increase the ability of district officer to mobilize local initiative in community development effort. In order to be effective, the capability of JKKK has to be upgraded and there must be characteristics for good village governance as guide for strengthen village governance.

1.2 Problem Statement

Strengthening the role of JKKK as government machinery at the grassroots is one of the main transformation agenda of the Ministry of Rural and Regional Development under the leadership the New Minister, Dato' Sri Ismail Sabri Yaakob. The objective of this initiative is to produce JKKK that are capable to develop the village and at the same time to act as development agent at the grassroots. Among the measures spelt out in the Transformation Plan include:

- Providing training and certificate on village management skills;
- Development of info desa software (i-desa) to prepare basic information non village;

- Establishment of Award for JKKK champion at district, state and national levels every year.

The initiative spelt out by the Ministry is limited and insufficient. Measures to strengthening the JKK has to be looked into in a holistic manner from various perspectives such as theoretical perspective, good practices, real issues and challenges faces by JKKK on the ground.

Ahmad and Silong (2011) has identified seven factors that causes the weaknesses in JKKK administration including the selection of less capable candidate due to politically intervention during selection of JKKK members, lack of recognitions, lack of ideas in rural community development, weaknesses in the meeting management, no financial resources, lack of training and development of human resource and the nature of the organization that tended to be labelled as a voluntary institution without well remunerated.

While, from the study made by D'silva *et. al.* (2009) at Sungai Ramal Dalam Village, the researchers conclude that, age was one of the contributing factors to capability level of leadership. The senior JKKK members tended to be more capable compared to the younger JKKK members due to experiences and exposure to the development outside. The study also highlighted on the importance of delineating area or zone for JKKK management, and the selection of JKKK to be those represented the zones so that they know the best changing needs of their area.

Ahmad *et al.* (2014) also identified several issues in JKKK organizations, including lack of financial resources, lack of training and human resource development and lack of focus in performing the duty due to engagement into others commitments. The major challenges in JKKK organizations is that it is not provided with clear and concrete means of access to financial resources, Result from this, it is difficult for them to be self-sufficient in administration, to play active roles as well as to plan and implement programs for the benefit of local communities (Ahmad *et al.*, 2014).

There a few studies that address problems in JKKK administration, but no study had been conducted to look into the comprehensive characteristics and indicators on how to strengthen the function of JKKK in Malaysia. Therefore, this

study was conducted to fill the gap with regard to establish attributes on good and effective village governance for strengthening JKKK administration, especially in state of Johor.

1.3 Research Objectives

The aim of this study is to identify of good village governance characteristics for enhancing the function of the Village Development and Security Committee (JKKK) in Johor. To achieve the aim, several objectives have been formulated:

- i. To understand the concept and characteristics of good village governance
- ii. To examine the current practice of village administration in Johor, issues and challenges.
- iii. To identify characteristics of a good and effective village governance in Johor.
- iv. To develop a summary of good village governance characteristics in Johor.

1.4 Research Questions

Based on the stated objectives, several research questions have been formed. The research questions are:

- i. What is the concept and characteristics of good village governance?
- ii. What are the current practice of village administration in Johor, issues and challenges?
- iii. What are the characteristics of good and effective village governance in Johor?
- iv. What are the characteristics for good village governance?

1.5 Scope of Study

The scope of this study is to identify good and effective village governance based on literature reviews and the views from the practitioners. The study on the current practice of rural administration in Johor is based on the experience of 10 villages. In order to identify the characteristics of good and effective village governance in Johor, the opinions of the respondents in the studied were examine. At the end of the study, a frame work for good and effective village governance in Johor was established.

1.6 Study Approach

In this study, the steps involve including from preliminary study, theoretical study, data collection and analysis and conclusion (Figure 1.1).

1.6.1 Preliminary Study

The preliminary study involve several issues has been identify and gathered before being forwarded to the next level. The goals and objectives of this study has been formulated at this stage for ensure the direction of the study.

1.6.2 Theoretical Study

After the goal and objectives of the study being established, an understanding on the concept and characteristics of good village governance, the current practice of village administration, issues and challenges and the indicators of good and effective village governance is being understood. Important facts were briefly explained and detailed for a clear understanding. Examples of rural leadership from other country are also taken into account for give an idea to improve the current situation of JKKK in Johor.

1.6.3 Data Collection and Analysis

There are two types of data collection will be take place in this study which is the collection of primary data and secondary data.

i) Primary data

Primary data is data obtained through interviews with head of village on current practice of rural administration in Johor regarding on issues and challenges and also identify the indicator of good and effective village governance.

ii) Secondary Data

Secondary data was obtained from reference materials such as reading through the official website of the KKLW and associated agencies, journals, related articles and studies from previous researchers.

After the data had been collected, next is the stage of is a data analysis of case studies which includes information from secondary and primary data. The primary data information that gains JKKK community was analyzed into three main focuses. First is on understanding the concepts and characteristics of good village governance, to understand the current the practice of village administration, issues and challenges and to identified the indicator of good village governance. At the end of this studied, a summary of good and effective village governance characteristics in Johor being established.

1.6.4 Conclusion

Final stage of this study is to summaries findings which answer every research questions. The aim of this study is to develop a summary of good village

governance characteristics for strengthening the function of the Village Development and Security Committee (JKKK) in Johor. At the end of this study, it gave contribution to the JKKK society. Furthermore, ideas for further research will be given to improve this study in different perspective.

1.7 Study Area

The study will be conducted in state of Johor. Few villages were selected around Johor. There were two types of villages that being selected which are, the moderate village and the village that has been award as excellent village. In this study, two excellent villages, two FELDA settlements and two non-excellent villages were chosen to carry out these studies. Indirectly, the result obtained can be compared within the excellent village and moderate village.

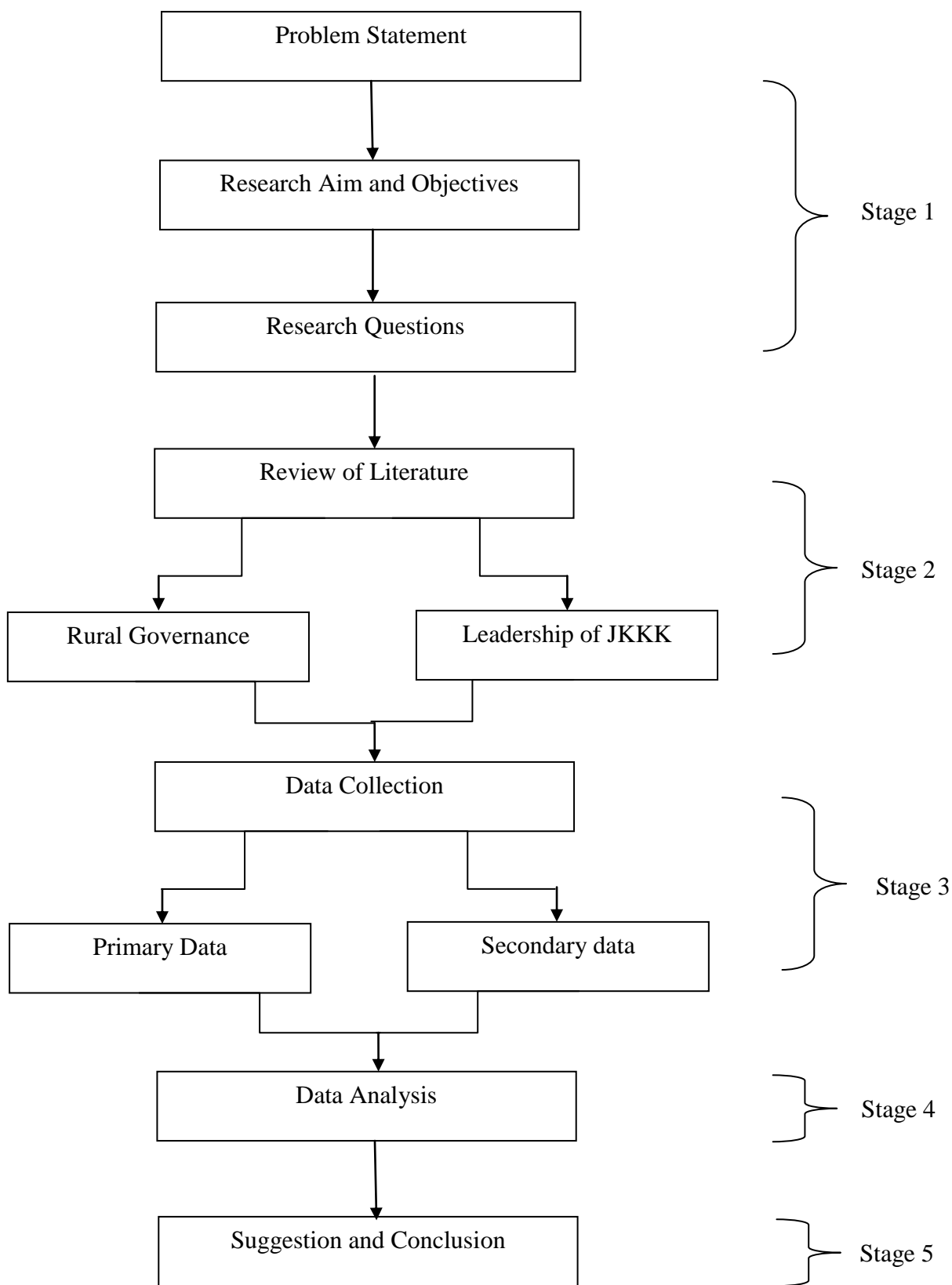


Figure 1.1: Study Approach

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